

AN ASSESSMENT OF EMPIRICAL RATIONAL STRATEGY AND NORMATIVE RE-EDUCATIVE STRATEGY ON ORGANIZATIONAL PERFORMANCE IN PUBLIC OFFICES IN KENYA: A CASE OF TEACHERS SERVICE COMMISSION

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ABSTRACT

Organizations are adopting change management strategy anticipating that this will lead to an increase in performance and subsequent achievement of organizational goals. Similar trends have been observed in TSC that sought to employ strategic change management as means of enhancing programs effectiveness. Evaluation for public offices and the civil service reveal that some public institutions are exhibiting poor performance. The study was guided by the following specific objectives; to establish the effect of empirical rational strategy on organizational performance at the Teacher Service Commission; and to assess the effect of normative re-educative strategy on organizational performance at the Teacher Service Commission. The study was also guided by Kurt Lewin's Change Model theory; Individual Perspective Theory; System Theory and Evolutionary Theory. The study adopted a descriptive research design because descriptive study gives a description of the features of the population of study and provides answers to what, where, who, when, and how questions. The population comprised of 198 top, middle and lower level management employees at the TSC headquarters and the sample size was therefore 67 respondents. Data collected was analysed through descriptive analysis, correlation analysis, and regression analysis. Content analysis was also used to analyse primary data that was collected. The finding indicted indicated that in their organization

incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new values, the organization had improved on the service delivery, employees were also identified that they always did what they were ordered to do by their supervisor, employees work in teams when there is any change and employees are flexible when it comes to adopting change. The study concluded that in their organization incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, The study recommends that the organization should formulate policies and strategies that make the employees' working condition favourable as they directly have an impact on the performance of the organization and any changes should be flexible and look at employees' preferences.

Key Words: *empirical rational strategy, normative re-educative strategy, organizational performance, public offices, Teachers Service Commission, Kenya*

INTRODUCTION

Performance is a measure of how the management of an organization has utilized the resources at their disposal within a given time period to create value for the shareholders. It is

the valued total output realized from a system in the form of goods and services (McCahery, Sautner & Starks, 2016). It is normal practice that at the beginning of any financial period, plans are developed in the form of strategies with clearly outlines outcomes. The organization then arranges its resources and manages them on a day to day basis with the main focus on the strategies formulated. Performance is an underlying measure of why an organization exists Organizational performance is the end result or real output in an organization when it is compared to the goals that the organization had intended. Carnall (2018), organizational performance consists of two areas of a firm result. They include: financial performance (ROA, ROI and profits); and determinant of results (for example efficient service, improved quality, good resource utilization, economic value added). Performance is a measure of how well an organization attains the established goals and objectives within a stipulated timeframe.

Change is a key part in modern development of a business organization as it helps in adapting to new market demands enabling the businesses to cope with and remain relevant in the face of stiff competition. In an ever-changing environment, where competition is dynamic and complex in nature, the functioning of an organization must change. In order for change to be effective, it must be strategic (Atieno & Kyongo, 2017). Globally, when it comes on the influence of change management on performance, there are key areas that are important in the field of strategic management which are internal and external factors (Cummings & Worley, 2014).

Regionally, a study on management changes and their effects in the performance of government owned institutions in the Rwandan revenue authority body believe that changes that had been made in the Rwandan Revenue Authority in a span of four years had been well planned and implemented. As a result, the changes made in the institution had increased the performance of the organization (Ndahiro, Shukla & Oduor, 2015). In the Nigeria's banking sector, effective change management of organizational performance is achieved when technological innovation is utilized, resistance to change is reduced and communication is well enhanced (Ifegwu, 2017).

Locally, organizations are in support of the Lewin's change model which assists in identifying results of a change in strategy. The model also helps in handling the results that are negative in the prior stages of changes in strategy implementation in order to prevent the negative effects on organizational performance (Atieno & Kyongo, 2017). Organizations also view the fact that performance is enhanced by a change in strategy. It has also led to an increase in the cash flow, sales, returns on investments and capital whereas it had an insignificant effect on stock prices, ROA and dividends (Gershom, 2013).

STATEMENT OF THE PROBLEM

Generally in public offices, performance is viewed as very important in carrying out of duties to clients. Thus the modern world dynamics make it imperative for the public sector to continually improve their performance, so as to be at par with the rest of the world (Warui,

Mukulu & Karanja, 2015). Organizations are adopting change management strategy anticipating that this will lead to an increase in performance and subsequent achievement of organizational goals. Similar trends have been observed in TSC that sought to employ strategic change management as means of enhancing programs effectiveness. Evaluation for public offices and the civil service reveal that some public institutions are exhibiting poor performance (Wanjiku, 2014). Like any other public institution, TSC also faces some challenges. There have been a number of strategic changes in TSC for instance, change in its organizational structure, restructuring that has seen reduction in the existing Directorates from seven previously to three currently, automation of all the teachers' records and the payroll system, a biometric clocking in system put in place and acquisition of a modern file storage system (TSC, 2018). However, the performance has not been impressive. TSC continues to experience challenges of inefficient services, unable to track staff movement such that some are away from their work stations during office hours, teachers' files are not traceable in good time when needed, delay in promotions and resource mismanagement which leads to lack of stationery among other challenges. Teacher service commission in Kenya must adopt strategies that will make them more efficient and effective to meet their obligations to the citizens (TSC, 2017). Change management strategies must be integrated with the wider strategic management activities to ensure it is part and parcel of the organizational long-term objectives and goals to enhance performance. TSC is charged with the responsibility of offering effective and efficient service to its clients who are mainly teachers. A number of studies have been on how change management and organization performance relate with each other. Ng'eno (2012) examined strategic change management and organizational performance with emphasis on Kenya Commercial Bank. Martin (2016) studied strategic change management and performance with emphasis on Kenya National Highways Authority. Wachira and Anyieni (2017) carried out a study on change management practices and their influence on performance of TSC. Oyier (2016) looked at how strategic change management affected its performance. From the aforementioned studies, there are evident knowledge and research gaps since some of them were carried out in banking industry (Ng'eno, 2012) while others focused on strategic change management and not the change management strategies (Oyier, 2016). Although other studies (Wachira & Anyieni, 2017) focused on TSC, change management practices were operationalized into communication which differs from the current study that covered empirical rational strategy, normative re-educative strategy, power-coercive strategy and environmental adaptive strategy. To fill these gaps, the current study sought to establish the effect empirical rational strategy and normative re-educative strategy on performance of Teachers Service Commission, Kenya.

SPECIFIC OBJECTIVES

1. To establish the effect of empirical rational strategy on performance at the Teacher Service Commission
2. To assess the effect of normative re-educative strategy on performance at the Teacher Service Commission

THEORETICAL LITERATURE REVIEW

The meaning of a theoretical review is that it helps us to gain understanding on a particular phenomenon that assists a researcher to gain a full understanding about the main points concerning specific events (McAleese, Creed & Zutshi, 2013). Several models and theories have been formulated that comprise the strategic change management theories. These theories form the basis or foundation that will help to explain the concept of strategic change management and its resultant effects on an organization (Mourfield, 2014). The model being discussed in this section is the Kurt Lewin's change model and the corresponding theories include the individual perspective theory and the open system school theory.

Kurt Lewin's Change Model

This change model was developed by Lewin in 1947. This change model involves three distinct steps: unfreezing, changing and refreezing. This model is a simple but practical model that can be used to boost understanding on the change process. This model is used to create the idea that change is required in an organization in order for it to increase its overall performance. This theory is largely used in the process of explaining modern change models (Cummings, Bridgman & Brown, 2016).

Unfreezing: Before an organization undergoes any changes, the process of unfreezing must occur because many people are likely to revert to their original behavior. A general awareness is created in the atmosphere of the organization that will indicate that the current state of the organization is creating a form of hindrance to the rising performance expectation of the organization (Manchester, Gray-Miceli, Metcalf, Paolini, Napier, Coogle & Owens, 2014). At this juncture, the organization is still stuck on old behaviors, thinking processes and individuals. It is the sole task of the organizational structure to enlighten employees that change is a necessary component to facilitate the creation and maintenance of a competitive advantage in the market place. Therefore, communication is a key element that can assist the employees during the unfreezing stage to gain information about the change and the associated benefits of its adoption. This stage creates a smoother path to accept change (Shirey, 2013).

Freezing: It involves the process of changing or transforming the organization into the new and desirable state. This stage is performed by way of implementation. The change is now being practiced and the initial struggle is a challenge for most people (Hussain, Lei, Akram, Haider, Hussain & Ali, 2016). This stage is accustomed by a certain fear of the unknown and a lack of confidence in the process. It is the hardest stage to overcome. At this stage, new behaviors and ways of thinking are being inculcated into the organization. That is why efficient education, support, communication and time are of great importance to employees so as to gain familiarity with the changing circumstances. This process is seen to be carefully planned and executed. In this process therefore, it is vital to remind the employee of how the change is intended to be of great benefit to the organization as it is being operationalized (Cummings & Worley, 2014).

Refreezing: It is taken to mean the action that reinforces and stabilizes the new state that is the change. At this stage, various changes have already been implemented in the organizational processes. The employees have accepted the new state and have adopted a new behaviorism in line with the organization's current structure. Lewin found that this stage is very important to ensure that people get rid of the old behavior and ways of thinking and are now comfortable with the new state of affairs. At this step, it is also important to bar the employees from going back to old ways of thinking and behaviorisms so as to safeguard the process of implementation of new change. The change also needs to be incorporated into the culture of the organization. This can be done by way of reinforcements by rewarding the behavior that is in line with the change (Zhang, Ali, Mustelier, Gamatche & Zhang, 2016). The Lewin's model however has its fair share of criticisms. One is the model can be difficult and time-consuming to enact, especially at the unfreezing stage. Also, there is the notion that a great deal of care needs to be taken into account as a result of the emotional issues that are being experienced by the employees. A large amount of support needs to be awarded at this stage (McAleese, Creed & Zutshi, 2013).

This theory is applicable in the organizational performance specifically for those companies that wish to revolve in order to gain a competitive advantage. Also, it has the capability of influencing the organizational performance of an organization. This theory is relevant to this study as it helps the organization and employees in understanding why they need change in the organization so for overall performance of the organization can be increased (Bartunek & Woodman, 2015). This theory is relevant to the study as it provide the basic guidelines, procedure and challenges that are involved in organization change. This information is relevant in change assessment strategies that the organization is undertaking.

Individual Perspective Theory

The individual perspective ideology was developed by (Pavlov and Anrep, 1927). It is divided into two groups, namely; the gestalt field psychology and the behaviour. Behaviourists consider that behaviour is triggered when an individual interacts with the environment. This ideology is based on the principle which states that human behaviour is determined by the anticipated consequences (Pavlov & Anrep, 1927). Proponents of this ideology therefore believe that humans embrace behaviours that are likely to be rewarded and suppress behaviours that are likely to be punished.

On the other hand, the gestalt field psychology ideology state that behaviour emanates from the interpretation of external stimuli using reason. According to Burnes (2009) the behaviour theory contributes towards organization change by adjusting external factors that affect employees, while gestalt psychology ideology can be applied in organizational change situation by changing individual's perception towards the change and thus increasing acceptance of the change.

These change theories that focus on individuals imply that organizational change can only succeed if each individual within the organization has accepted and embraced it. Focus

should therefore be shifted to each individual's perception about change and how it is affecting him/her. According to Hallgrimsson (2008), organizational change needs individual's involvement and commitment to be successful. This theory is relevant to the study since it helps the organization understand how the employees are going to behave in the adoption of new change and it is linked to the Empirical Rational objective. It is also related to the study in that when individuals are exposed to new values and norms, and when they are made to interact with the environment, they tend to adapt to the changes that come along and is linked to the Normative Re-educative objective.

System Theory

The system theory was proposed in the 1940's by the biologist Ludwig von Bertalanffy and furthered by Ross Ashby (1964). The systems theory views organizations as entities that comprise of various inter – connected parts. Proponents of this theory believe that change on one component of the organization will automatically provoke change in other components of the system and eventually affect the performance of the organization. Burnes (2009) suggest that the components should be scrutinized to determine how they can be modified to accommodate change in the organization. The author further adds that lines of coordination and interdependence of system components can be achieved using open system approach which has the capability of structuring the functions of the organization.

An open system incepts data that is used in the dynamic interaction with the environment. A myriad of systems characteristics is correlation perception of causes, chain of influence, hierarchy, self-regulation, interdependence, self-regulation and goal orientation, control, interchange with the surroundings, change and adaptability and the need for equity. The change environment in an organization is perceived to be an open system that is influenced significantly by the happenings in the external environment (Oshry, 2008). An understanding of the elements of the external environment that affect performance in an organization such as change management practices will lead to better implementation of adaptive strategic changes to enhance organizational performance.

The theory is relevant to the study in that, an organization that has a system that coordinates its activities effectively can easily deal with the effects of strategic change and thus ensure that it is successful. This theory is relevant to the study since it relates to the Power Coercive and Environmental Adaptive Objectives. Hallgrimsson (2008) identifies four major components of organization when viewed as a system which include; goals and values of the organization, technical component of the organization, culture and climate of the organization, and managerial component of the organization which are helpful in enhancing the performance of the organization.

Evolutionary Theory

In the early 19th century Jean-Baptiste Lamarck (1744 – 1829) proposed his theory of the transmutation of species, the first fully formed theory of evolution. In 1858 Charles Darwin

and Alfred Russel Wallace published a new evolutionary theory, explained in detail in Darwin's *On the Origin of Species* (1859). The theory is used as a predominant framework to clarify how firms and environments vary all the time. Directors can get benefits from firms that evolve with an outlook that is new on their firms and the environment that they work in. In the framework of Aldrich's, four general processes are important and enough for progress to take place: first, difference from the routine that is current and abilities or the firm forms must happen. This can lead to deliberate attempts to produce changes and to seek resolutions to the problems, comprising for example, experiments that are planned and reviews into the future, or from variations that are blind produced by shocks, mistakes and curiosity that is idle.

These differences must be theme to discerning differential removal. This could arrive from the forces of the market, pressures that are competitive or within firm collection forces. These forces could regularly battle with one another and thus leading to problems, such as disparity between forces from market and internal selection measures. Aldrich (1999) gives the example of Facit AB, a company in Swedish that manufactured and sold traded in business machines and office fittings. In the period when the market was being moved from mechanical to electronic calculators, management of Facit AB continued mistakenly to support and reward engineers who were talented at scheming mechanical calculators.

The variations that were selected positively must be reserved, conserved, reproduced or otherwise preserved; otherwise there is no continuity of the firms or memory. Variations that are valuable are lost if there are no retaining mechanisms operating. Before a firm can prosper a basis must arise from the doings of many diverse organizations, institutions and governmental frames. The basis is followed by a pause before the commercial chances are demoralised. Watching Kenya Post Office Savings Bank but the lens of evolutionary model helps banks directors to draw the past to the current: today's practices and structures that were adaptive previously might no longer survive in the present's environment. On the other hand, forms and practices that gave no survival advantage in the past, but continued because they were not chosen previously, might lead to shifting of the firms in the future.

EMPIRICAL LITERATURE

Organizational Performance

Performance measuring of service delivery is needed to regulate potential improvements for the organization service, created on the past and the present data. Indicators of the performance can be of huge importance for evaluating the delivery of a business (Awadh & Alyahya, 2013). They are the roots for exposing effective or ineffective delivery of service planning or service delivery and should be analysed closely in case measures of victimization need to be taken to advance the performance of service firm. Indicators of the service performance can be grouped by their planning or service delivery significance (Carter & Greer, 2013).

According to Birasnav (2014) this grouping helps both organization and the planner to discover the origin causes for problems or inefficiencies. In the research, the writer further showed a list of important performance indicators that can be presented, and be distinguished according to the two dimensions; planning relevance and significance performance. The research suggested that companies or other operators should choose their performance service indicators with care. The performance indicators help as a good starting point for organizations that are launching change in strategic management for the very first time within an organization service, but they should be considered to be complete (Tseng & Lee 2014).

Satisfaction of customers on the surface, when the firms makes the client happy, they will continue to be your own customer. Gomez-Mejia, Berrone and Franco-Santos (2014) discovered that many organizations argue, however, that this is mostly for the value of the shareholder than it is for the clients themselves. Multiple performance indicators can be used to measure CSR, involving satisfaction of the customer scores and the percentage of clients that repeat a product. The effectiveness of the organization is an external weigh of performance and shows how well a firm fulfils the different shareholders' demands. In educational institutions, efficiency is measured by students being taught what they want to know. Directors are supposed to make sure that the services or products meet client's satisfactions. When a company's processes are being analysed, efficiency takes priority over effectiveness. According to Petrenko, Aime, Ridge and Hill (2016) on comprehending the impacts of the teachers on the performance of the students, among factors that are related to school, teachers matter most during academic performance of the students. Factors that are not related to school affect the performance, but teaching that is effective has a possibility to help level the playing field.

Empirical-Rational and Organizational Performance

The experimental rational strategy insists that if the target has a reason that is justifiable to change; change will come from just telling the goal about it. Nowak and Sigmund (2012) in their study of empirical rational strategies in the British public service concluded that societal and institutional change can only be attained if the staffs are accorded enough information from the organization. Kimenyi (2014) focusing on the empirical quality of alteration strategy in Kenya, negated the principle underlying this theory, anchoring his emphasis on the rationale that the collective opts for actions on the basis of the data availed to it and reacts consequently. Hence in this context of organizational performance, the output is directly proportional to the information seeping through to the employees where it can either improve or deteriorate.

Odhiambo (2014) notes that managers need to assess the after-effects of every change of procedure and utilize this investigation to characterize the association's current conditions so they can begin the following change handle in light of gathering progression. Exact discernment way to deal with change has seen well run organizations be always mindful of the need to screen their execution and vital administrators regulate change so they can persistently realign their methodology and structure to suit the aggressive environment.

Cummings and Worley (2013) takes note that change can create profound resistance in individuals and in associations, therefore making it impractical, to actualize hierarchical enhancements. At an individual level, change can stir significant tension about giving up the known and moving to an unverifiable future yet not unmistakably at what cost.

Muogbo (2013) researched on the results of strategic change management on the firm growth and development in manufacturing industry in Anambra state in Nigeria. The research concluded that even if change in strategic management is not yet a mutual business practice among the manufacturing industry in the Anambra nation, it has been discovered as a genuine object for competitiveness to improve, levels of performance and also development in structure of manufacturing industries specifically in Anambra state and in Nigeria. Mwangi (2013) conducted a study on strategic management practices and how large pharmaceuticals perform in Nairobi. This research suggested that there is a positive connection between strategic practices and the performance.

Nickols (2015) states that empirical rational strategy focuses on the risk management and rewarding which in this case means the presence of proper communication and incentives being given so as to ensure that change takes place. Employees are in most cases coherent and will always strive to have their self-interests met. In this case, communicating and sharing the necessary information to the employees will steady their minds to adopt any form of change provided that they are convinced that the said change will influence their personal interests. While putting aside value judgments, people can as well be bought. Incentives will only influence employees if offered in the rightful manner. In this case, the two sides of the incentives, that is, the positivist and nativist sides should not be overlooked so as to have the needs of the employees met by both means (Sabharwal, 2014).

Barwich (2018) did a research on how to be rational about empirical success in ongoing science: The case of the quantum nose and its critics. Empirical success is an essential principle for scientific decision making. This study argues that normative appeals to empirical success in the evaluation of competing scientific explanations can result in unreliable conclusions, especially when looking at the changeability of direction in unsettled investigations. The challenges encountered arise from the inherent dynamics of disciplinary and experimental objectives in research practice. These dynamics discussed inform the evaluation of empirical success by analysing three of its requirements: data accommodation, instrumental reliability, and predictive power. It's concluded that the assessment of empirical success in developing inquiry is set against the background of a model's interactive success and prospective value in an experimental context.

Kimenyi (2014) states that managers who act as change agents might subscribe to the belief that people are rational and if they understand that the change to be introduced will benefit them, their self-interest will guide them to accept the change. In other words, the rational human being who is motivated by self-interest will react positively to change if the benefits of the change to the individual or the group are properly understood. So, if the manager

explains the benefits of change to the employees and then introduces it, it is likely to be a success.

Normative Re-Educative and Organizational Performance

Normative re-educative strategy is at the core of organisational change. The objective of this strategy is to expose employees to new values and norms and the need to adopt these new values and norms. It is based on rational/ scientific evidence or emotional appeals. This strategy is implemented by focusing mainly on system renewal, people in the organisation. Here it is important to employ an educational strategy with learning through experience as its highlight. The strategy also promotes dealing with real problems by using a planned strategy (Mitchell, 2013).

Rothwell, Hohne and King (2018) suggested that for this approach to be effectively implemented, the firms need to discover an agent change at the same to make sure top-level administration is involved. This approach is based on the understanding that people are creatures socially, and cultural standards are key to the identity of their group. This is not only assumed that persons are rational but provides importance that is equal to the influences on socio cultural in a firm. With regards to this strategy there will be an occurrence in change after the workers are involved in bringing about or influenced by change and are in position to change their past normative locations to engage new locations related to the change to be applied in the firm. In this strategy, change is unlimited to knowledge, evidence and logical rationales and also attitudes are covered, values, talents and important connections (Hamann, Schiemann, Bellora & Guenther, 2013).

Samuels (2013) observed that a framework for social changes based just upon sensible advance is not adequate in light of the fact that behavioural patterns are significantly settled by established standpoints and social standards. In the case of the Tanzania Revenue Authority, when diverse perceptions interpolate to share and leverage each other's strengths till the time the requirement is there and then part ways after a particular time period, it makes it necessary for the organization to take reactive steps depending on the contingency or change happening (Turner 2013). Change is based on examining the values and beliefs in the culture and developing interdependence with socially shared norms. Performance in the organization is enhanced when the right mental approach and know how is integrated into the machinations of the entity.

Colwell and Joshi (2013) state that normative re-educative is another strategy that will in many cases rely upon the culture adopted by the people. This is to mean that the strategy usually focuses on what people believe in based on the work they do, their personal lives and the world at large; therefore for change to be successful, it should focus on definition of the existing norms and values in new dimensions as well as developing other strategic values among the employees. An approach for this strategy is soliciting and connecting the casual frontrunners of the company and making sure that they are well involved in the organizational matters (Verrier, Rose, Caillaud & Remita, 2014).

Keim (2014) reiterates that it must be remembered that conceptual, normative re-educative strategies are being categorized separately. However, in reality, they are highly intertwined since changes in one are likely to require changes in the other. Theuri (2013) highlights the case of the Kenyan insurance sector, where if innovation changes, undertakings excessively change, get rotations in structures, changes in example, power, correspondence and the execution of the specialists. To initiate planned changes, organizations have to remove or lessen the restraining forces and move towards strengthening the driving forces that exist within the organization.

Marshak and Bushe (2013) say that care has to be taken and issues to be considered, before this approach is used to make sure its effective operation. This approach is based largely on culture. Values and beliefs of the workers in a firm are taken into consideration. Culture can be extremely hard to be changed and the whole procedure takes a very long time. However, this strategy will not be real and should not be chosen in circumstances that need modification that is very urgent of issues and problems. Culture of the organization depends on groups that are both formal and informal in the organization. Hence, this approach will be most suitable only when cordial and harmonious relationships are positive between the groups that are both formal and informal in the firm. In case of a battle situation between formal and informal organizations the approach might be useful only after the battle is dealt with harmony is restored. It is also important to put focus and be aware about parallel studying structures in the firm as they can be a core to success of this approach (Turner, Wilson, Ispussinova, Kassymbekov, Sharimova, Balgynbayeva & Brownhill, 2014).

Normative re-educative is a process that uses a cultural approach where relationships, norms, and values are addressed in a culture. It assumes individuals take part in their own change processes in response to cultural norms. The normative re-educative strategy is a change strategy developed by Benne and Chin. It states that change in an organization will only occur once change occurs in the values, attitudes, skills and relationships of the employees or the followers. Normative Re-education is most effective in producing behaviour change when the behaviour stems from emotional or value-based motivation, and community-level health workers or volunteers are often the most effective at leading the change.

Rothwell, Hohne and King (2018) claim that the normative re-educative approach describes how individuals make decisions based on their culture and values, not rational reasoning. The theory suggests that people are motivated to conform to what they believe are societal standards or typical behaviours and therefore, their beliefs about societal norms influence their behaviour. These normative beliefs consist of an individual's expectation of whether or not people who are important to will approve or disapprove of a particular behaviour. A re-educative intervention would attempt to change behaviour by changing an individual's normative beliefs. Unlike the other processes, this method focuses on the individual rather than the innovation. The values that underpin the normative-re-educative process are that an individual should be a participant in the change process. Change is based on examining the values and beliefs in the culture and developing interdependence with socially shared norms. The process is less focused on giving information and force, and more on collaboration

among individuals and the change agent. This method is less common than the other two and is most closely aligned with the work of thinking collaborative.

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive research design. A research design describes a plan that gives a framework for data collection techniques and data analysis (Bryman & Bell, 2003). According to Kothari (2008), a research design refers to data collection as well as the arrangement of the conditions for analysing data in a way that aligns relevance to the purpose of the study with economy in procedure. Again, a research design provides the glue that holds the research project study together by structuring research and showing how the major areas of the project such as the samples, treatments, measures, and methods worked together to provide answers to the research questions. According to Cooper and Schindler (2006), a descriptive study gives a description of the features of the population of study and provides answers to what, where, who, when, and how questions. Descriptive studies estimate the population proportion and discover the associations among various relationships, and measure cause and effect relationships among the research variables. Other studies that have used a descriptive design successful include Kiiyuru (2014) and Maina (2017).

Population of the Study

Target population is defined as the collection of subjects that was used in data analysis (Creswell & Creswell, 2017). The target population of the study is also defined as the entire set of groups under study with the same characteristics or observations. The population comprised of 198 top, middle and lower level management employees at the TSC headquarters.

Sample Size

For any target population of below five hundred, a representative sample of between 10-30% was included in the study provided it does not fall below 30 elements. The sample size was therefore 67 respondents.

Data Collection Procedure

The study collected primary data using questionnaires. According to Kothari (2000), data collected fresh for the first time. The questionnaires comprised of structured questions to ease the process of analysis. Questionnaires were used because they have the ability to contain questions requiring fixed responses. The questionnaires were structured into sections based on the objective variables of the study. Questionnaires were used to collect data. This allows a large number of respondents to respond to the questions concurrently hence saving time unlike other methods (Panneerselvam, 2014). The researcher distributed the questionnaires to the respondents in the TSC headquarters. The researcher then gave the respondents a time

frame of two weeks to fill up and return the questionnaires. The respondents were therefore given sufficient time to fill the questionnaires without interfering with their working hours. This time frame was also ideal for the researcher to collect the filled-up questionnaires from all the TSC headquarters.

Data Collection Instruments

The study formulated a questionnaire containing both structured and semi-structured questions because it gives the researcher hand time to compare and contrast the responses and it presents the respondents a chance to give their opinion that the researcher might not have covered. The first part of the questionnaire included questions on bio data of the respondents. The second part of the questionnaire contained the 2 research variables of the study. The independent variables included causes and effects of change management strategic. The dependent variable was organizational performance. The model of questionnaire designed was a modified multi-factored leadership questionnaire as stated (Hartley, 2014). The scale that was used for each variable explored was the Likert Scale of range 1 to 5. This scale was used to measure the extent to which the respondents agreed with the statements. The qualitative part of the questionnaire was included to capture the perceptions and sentiments of the respondents that were not captured in the structured statements that are limited to the Likert Scale measurement. Questionnaires allow a large number of respondents to respond to the questions concurrently hence saving time unlike other methods (Panneerselvam, 2014). They also do not require the presence of the researcher.

Data Analysis and Presentation

Data analysis refers to the calculation of certain measures and the finding the existing relationships in groups of data (Kothari, 2004). This study produced both qualitative and quantitative data and therefore statistical measures were used. SPSS was employed to analyse data. The benefit of using SPSS is because it can handle huge amounts of data (Castillo, 2009) and again because of its speediness in data analysis (Field, 2005). Data was analysed through descriptive analysis, correlation analysis, and regression analysis. In descriptive analysis, the researcher tries to get the numerical summaries in order to give a better understanding of the characteristics as well as description of the variables. Descriptive analysis produced percentages; frequencies mean, and standard deviations that were interpreted appropriately. Frequencies, percentiles, means and standard deviations were obtained from descriptive analysis. The findings of the study were presented in forms of tables and discussions. Content analysis was used to analyse primary data that was collected. According to Mugenda & Mugenda (2003), content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the study. The method allowed the researcher to learn and understand the underlying issues as well as get actual facts on strategy implementation, its challenges and ways of overcoming it.

RESEARCH RESULTS

Empirical rational was measured using; participation in training programs, employee motivation and enhanced communication. The finding showed that indicated that Empirical rational strategy has a positive and significant effect on performance of TSC, organization incentives had an influence on the employees, TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees in their organization did not always strive to have their self-interests met, TSC employees did not participate in training programs, and their organization knows how to motivate the employees.

Normative Re-Educative Strategy was measured using; adherence to company values and norms, innovative thinking and employee interaction. The finding showed that normative re-educative strategy has a positive and significant effect on performance of TSC, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, there is a positive interaction between the employees, their organization explains the employees the need for adopting new.

INFERENTIAL STATISTICS

The study carried out simple regression analysis on each of the study objective. The findings are shown in subsequent sections.

Empirical Rational Strategy and Organizational Performance

The study sought to determine the influence of empirical rational strategy on organizational performance of TSC. Table 1 reports the findings of the Model Summary.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.700	.694	.39797

a. Predictors: (Constant), Empirical Rational Strategy

The findings in Table 1 indicate the value of R square as 0.700; this means that 70.0% change in organizational performance is explained by empirical rational strategy. The findings of the Analysis of Variance (ANOVA) are shown in Table 2.

Table 2: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.947	1	19.947	125.944	.000 ^b
Residual	8.553	54	.158		
Total	28.500	55			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Empirical Rational Strategy

From Table 2, the value of F calculated is 125.944 with $p < 0.05$. This means that the overall regression model was significant. Table 3 gives the findings of the beta coefficients.

Table 3: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.791	.622		17.341	.000
Empirical Rational Strategy	.166	.015	.837	11.222	.000

a. Dependent Variable: Organizational Performance

From Table 3, the p-value $p = 0.000$ which is less than 0.05 with a positive beta coefficient. This means that empirical rational strategy has positive and significant effect on organizational performance. The finding agrees with Mwangi (2013) who conducted a study on strategic management practices and how large pharmaceuticals perform in Nairobi and suggested that there is a positive connection between strategic practices and the performance.

Normative Re-Educative Strategy and Organizational Performance

The second objective of the study was to establish the effect of normative re-educative strategy on organizational performance. Table 4 gives the findings on the Model summary.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.722	.717	.38299

a. Predictors: (Constant), Normative Re-educative Strategy

As shown in Table 4, the value of R square is 0.722; this means that organizational performance is explained normative re-educative strategy. The findings on the model summary of the study are shown in Table 5.

Table 5: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.579	1	20.579	140.295	.000 ^b
Residual	7.921	54	.147		
Total	28.500	55			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Normative Re-educative Strategy

From Table 5, the value of F calculated is 140.295; this implies that the overall simple regression model of the study was significant. The findings of the beta coefficients with the p-values are as shown in Table 6.

Table 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	22.674	.419		54.137	.000
Normative Re-educative Strategy	-.266	.022	-.850	-11.845	.000

a. Dependent Variable: Organizational Performance

From the findings in Table 6, the p-value was 0.000 which is lower than 0.05 with a negative beta coefficient. This means that normative re-educative strategy has negative but significant effect on organizational performance.

QUALITATIVE DATA ANALYSIS

The respondents were also asking to identify what is other effect of empirical rational strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increase the organization employees coordination which intern increases organization performance.

The respondent was also asked to indicate what other effects of Normative Re-Educative strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increases the employees' skills and knowledge on their duties which intern increases the overall output of the employees.

CONCLUSION

The researcher sought to determine found out what was the effect of empirical rational strategy on performance at the Teacher Service Commission. The study identified that Empirical rational strategy has effect on performance. Based on the findings on Empirical rational strategy, the study concludes that Empirical rational strategy has a positive and significant effect on performance of TSC, organization incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees in their organization did not always strive to have their self-interests met, TSC employees did not participate in training programs, and their organization knows how to motivate the employees.

The researcher sought to determine find out what is the effect of normative re-educative strategy on performance at the Teacher Service Commission. The study identified that normative re-educative strategy has effect on performance. Based on the findings on Empirical rational strategy, the concludes that normative re-educative strategy has a positive and significant effect on performance of TSC, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, there is a

positive interaction between the employees, their organization explains the employees the need for adopting new.

RECOMMENDATIONS

With regards, to the effect of empirical rational strategy the study recommends that the TSC should formulate policies and strategies that make the employees working condition favourable as they directly have an impact on the performance of the organization. The organization should formulate incentives such as fair employee's promotion, reward system and symposiums. Employees should also participate in the decision making this increases the employees motivation.

On the effect of Normative Re-Educative, the study recommends that TSC management should form policies that are used to control the company values and norms while on duty. The study also recommends that should support innovativeness of their employees and the overall innovativeness of the organization. In that effect the study recommended that the Government of Kenya should formulate avenues and communication network to communicate effectively to the employees about any changes.

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