FACTORS AFFECTING CHANGE MANAGEMENT IN STATE CORPORATIONS IN KENYA

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DECLARATION

I declare that this research project is my original work and has not been presented for degree in any other university.

Sign: ……………………………………….. Date: …………………………..

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D61/71106/2014

This research project has been submitted for examination with my approval as university supervisor

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ABBREVIATIONS AND ACRONYMS

KENTRADE	Kenya Trade Network Agency
SPSS	Statistical Package for Social Sciences

ABSTRACT

The objective of the study was to determine the factors affecting change management in state corporations in Kenya. The study was guided by Open systems theory, Dynamic capability Theory and Institutional Theory. The study adopted a descriptive design. The population comprised of 118 state corporations. Stratified random sampling technique was used to select the sample whereby a 30% sample was picked from each strata to give a sample size of 35 senior managers in the state corporations. The study collected primary data through use of a questionnaire. The data was collected from the management staff, who headed the various departments in the state corporations. The collected data was checked for completeness cleaned, coded and entered into the SPSS software for analysis. Descriptive statistics were used to analyze the findings. The descriptive statistics used included as means, standard deviation and frequency distribution will be used to analyze the data. The analyzed data was presented using pie charts, bar charts, percentages and frequency tables. The study found out that communication influenced change management practices in the organization to a great extent and some failure in internal communication had led to failure of implementation of change management to a great extent. Organization culture also affected change management in state coporations in Kenya. Organization culture was found to be a powerful driving force in implementation of change management. The study found out that employee readiness to change affected change management in state coporations. Employees resisted implementation of change within the institution to a moderate extent. The study also found out that lack of proper knowledge and skills by top leadership posed a challenge in change management. There was no adequate support and commitment of resources for change management by the top leadership. The study concludes that internal communication in the organization affects change management. Good communication positively influences change management practices in the organization as employees are prepared for the changes. The study also concludes that the top leadership of state corporations have a big role to play for successful change management process. Successful organizational change depends on leaders. The study recommends that management of the state corporations should ensure adequate communication on the intended change management to the employees. The top leadership of state coporations should also be committed to change management process. They should allocate and provide more resources, both financial and human resources, to support change management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The dynamic business environment today requires frequent changes both in the way organizations operate and in the organizational structure. Today's organizations operate under increasing demands for change. Turner (2009 and Abrahamson (2010) note that change is endemic and has become an essential determinant in maintaining a company's competitive edge. The old bureaucratic style of management is incompetent of meeting the challenges of the changing environment. Organizational change thus means the new state of things in the organization is different from the old state of things in the organization (Agili Okibo, 2015).

This study is informed by open systems theory, Contingency theory and McKinsey 7S Model. According to Open systems, organizations are viewed as open systems that are strongly influenced by their environment. The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment provides key resources that sustain the organization and lead to change (Bastedo, 2006). An open system has goals and objectives that indicate the reasons for which that particular entity exists and functions. These goals and objectives cannot exist irrespectively of the values and requirements of their environment (Tripo & Dodu, 2005). Contingency theory indicates that organizations should adapt their structure to the contingency. Thus, it is expected that contingency changes cause adjustments in organizational structure, with the aim of avoiding a reduction in performance as a result of failing to adapt (Donaldson, 2001). McKinsey 7S Model is a management model that describes seven factors to organize a company in an holistic and effective way. Together these factors determine the way in which a corporation operates. Managers should take into account all seven of these factors, to be sure of successful implementation of a strategy.

The Kenya government forms state corporations to meet both commercial and social goals. They exist for various reasons including: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. State Corporations in Kenya have been experiencing a myriad of problems, including corruption, nepotism, and mismanagement. In order for a company to survive, it must change. Change can be very disruptive and cause companies to fall apart. Therefore, companies should make major changes that are interspersed with smaller changes. This allows for companies to manage change using the dynamic stability approach (Abrahamson, 2010).

1.1.1 Change Management

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy. It is an organizational process aimed at empowering employees to accept and embrace changes in their current environment (Levy, 2011). There are several different streams of thought that have shaped the practice of change management. As a systematic process, change management means defining and adopting corporate strategies, structures, procedures, and technologies to deal with change stemming from internal and external conditions. As a competitive tactic, change management is the continuous process of aligning an organization with its marketplace and doing so more responsively and effectively than competitors (Kudray & Kleiner, 1997).

Change typically results as a reaction to specific problems or opportunities the organization is facing based on internal or external incentive. While the notion of becoming more competitive, becoming closer to the customer or becoming more efficient can be the motivation to change, at some point these goals must be transformed into the specific impacts on processes, systems, organization structures or job roles. It is an assumption that resistance to change is a common and natural occurrence (Buchanan & Huczynski, 2004).

At the heart of change management lies the change problem, that is, some future state to be realized, some current state to be left behind, and some structured, organized process for getting from the one to the other. The change problem might be large or small in scope and scale, and it might focus on individuals or groups, on one or more divisions or departments, the entire organization, or one or on more aspects of the organization's environment. The process of change has been characterized as having three basic stages: unfreezing, changing, and re-freezing (Nickols, 2016). The success of change depends on the organization’s ability to make all their employees participate in the change process in one way or the other. The executive team should participate actively and visibly throughout the change project, build a coalition of sponsorship, manage resistance and communicate directly with employees (Olive, 2009).

1.1.2 State Corporations in Kenya

The State Corporation act is an Act of parliament to make provision for the establishment of state corporations and for control and regulation of state corporations. In the act, a State Corporation is defined as a body corporate established by or under an Act of Parliament or other written law. State corporations in Kenya play a significant role in the country as they cover a full breadth of the economy and social sectors. They exist for various reasons including: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas (Njiru, 2008).

State corporations have become a strong entity in Kenya and very useful engines to promote development. The sector is faced a number of challenges which include: inadequate financial resource allocations for construction, maintenance and rehabilitation of infrastructure; unfavourable contractual commitments; adverse weather conditions; lengthy procurement procedures leading to protracted court cases; fragmented institutional framework, stringent and inefficient regulatory frameworks and increasing demand for services and resources in other sectors of the economy. The state corporations should be able to sustain themselves in order to remain viable and survive. These have limited the capacity of the government to expand and maintain existing infrastructural facilities (Njiru, 2008). Kenya Vision 2030 is the new country's development blueprint and state corporations have a great potential to facilitate growth and development. However, there is need for change management to address the challenges facing the institutions.

1.2 Research Problem

Today's organizations operate under increasing demands for change. The market has radically changed due to globalization, strong competition, technical development and a customer-driven market (Härenstam *et al.*, 2004). This high pace of change means that the organization must change behavior and manage to rapidly adapt to shifts in the market. According to Burnes (2014) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required in getting there. Ultimately, the goal of change is to improve the organization by altering how work is done through progressive alterations in processes, systems, organizational structures or job roles (Prosci, 2007).

The Kenya government forms state corporations to meet both commercial and social goals. However, the state corporations in Kenya have not realized full potential due to a combination of factors notably mismanagement, under-capitalization and lack of clarity in objectives. The sector is not delivering the desired results of promoting economic growth and development. As a result, the government has over time undertaken a number of reform measures to ensure that the sector remained relevant. These reforms have not achieved many benefits despite remarkable economic success being achieved through State Corporations in other jurisdictions (Gitau, 2011).

With the management environment experiencing so much change, organizations including the state corporations in Kenya must then learn to become comfortable with change as well. Therefore, the ability to adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly (Christina, 2009). This is the case for state corporations in Kenya which have had difficulties in change management. This study therefore seeks to establish the change management success factors in state corporations in Kenya.

A review of the existing local studies shows that there is limited knowledge or studies conducted determinants of a successful change management in state corporations in Kenya. Some of the notable studies includes: Gitau (2011) who examined strategic change management practices within state corporations in Kenya; and found out that State Corporations structures affected the Strategic Change Management. However, the study did not highlight change management success factors. Kamau (2014) also conducted a study on managing organizational change effectively in Kenya Revenue Authority. This study concentrated on the relationship between organizational stakeholders (e.g. employees) engagement in change initiatives. The study was not comprehensive in establishing all the change management success factors. The study sought to answer the following question; what are the factors affecting change management in state corporations in Kenya?

1.3 Research Objective

The objective of the study was to determine the factors affecting change management in state corporations in Kenya.

1.4 Value of the Study

This research study would be of a great importance to state corporations in Kenya. The study would outline the factors that affect the change management in in state corporations in Kenya, whose business lies on improved services delivery. The study would give insight and enlighten the management of state corporations on the key determinants to successful change management in state corporations in Kenya.

The study may also be significant to other corporations, private or public, as it would assist them in pointing out best practices to be adopted in addressing and achieving successful change management. The study would also help the institutions in formulating a policies or strategies to enhance effective change management in organizations.

The study may also be of significance to researchers and academicians. It would add value to the existing body of knowledge in the area of change management and in particular the factors affecting change management in state corporations. In the academic field, future researchers can use the study as a reference point if one is researching on change management. The study may also form a basis for further research in the same area.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter has to do with the review of literature related to the study. It covers the various theories that guide the study and the empirical review on strategic responses to environmental challenges. The chapter ends with a section on knowledge gaps identified from the literature and the conceptual framework.

2.2 Theoretical Foundation

This section presents the theories that inform the study. The study was guided by Open systems theory, Dynamic capability Theory and Institutional Theory.

2.2.1 Open systems Theory

Open systems theory refers simply to the concept that organizations are strongly influenced by their environment. The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival (Bastedo, 2006). Organisation as an open system has several attributes or characteristics. Organisational theorists such as Duffy (2008) argue that open system in organisation needs to have the following attributes namely boundary, purpose, inputs, throughput (transformation process), outputs, feedback and environment. Open systems theory indicates that an institution change inputs into outputs within the environment (both external and internal) upon which it is dependent (Katz & Kahn, 1971).

As portrayed by the theory, it is apparent that as the environment in which organizations operate became more complex and turbulent; organizations can no longer ignore the impact of changes in the business on organizational function. In open systems, any change in any elements of the system causes changes in other elements. Organizations are not able to internally generate all the resources required to maintain themselves and therefore must enter into exchange transactions with elements in the environment to ensure a stable flow of resources (Stewart & Ayres, 2001).

2.2.2 Contingency Theory

Contingency theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. Contingency theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. The assumption underlying contingency theory is that no single type of organizational structure is equally applicable to all organizations. Rather, organizational effectiveness is dependent on a fit or match between the type of technology, environmental volatility, the size of the organization, the features of the organizational structure and its information system (Islam & Hu, 2012).

Contingency theories were developed from the sociological functionalist theories of organization structure such as the structural approaches to organizational studies by Reid and Smith (2000), Chenhall, (2003) and Woods (2009). These studies postulated that organizational structure was contingent on contextual factors such as technology, dimensions of task environment and organizational size. Contingency Theory says that there are many internal and external factors that can influence the optimum organizational structure. These factors include the size of the organization, technology that is in use, leadership style, and how the organization can adapt to changes in strategy. On the internal factors, three variables are condindered: how well the employees accept the leader; the extent that the employees jobs are described in detail; and the authority your leader possesses through his/her position in your organization. Contingency theories state that leaders will be able to exert more influence if they are able to have good relationships with the employees. In addition, contingency theory management maintains that in organizations where the tasks are spelled out in detail, the leader has more influence over the employees than in those organizations that do not have structured tasks (Flinsch-Rodriguez, 2017).

Contingency theory generated a new way of thinking about organizations and is critical to our understanding of organizational forms. Contingency theorists seeks to identify and measure the conditions under which things will likely occur. The theory assumes that organizations are open systems; there is no one best way of organizing; and organizations need to achieve a “good fit” between internal systems and external environment. In the context of this study, the theory seeks to explain the internal and external factors that can influence change management in organizations.

2.2.3 McKinsey 7s Model

McKinsey 7s model was developed in 1980s by McKinsey consultants Tom Peters, Robert Waterman and Julien Philips with help from Richard Pascale and Anthony G. Athos. Since the introduction, the model has, since its introduction, been widely used by academics and practitioners and remains one of the most popular strategic planning tools. The goal of the model was to show how seven elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company with the key point of the model being that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively (Ravanfar, 2015).

Strategy is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. Structure represents the way business divisions and units are organized and include the information of who is accountable to whom. Systems are the processes and procedures of the company, which reveal business' daily activities and highlight how decisions are made. They constitute the area of the firm that determines how business is done and it should be the main focus for managers during organizational change. Skills are the abilities that firm's employees perform very well. They also include capabilities and competences. The question that often arises during organizational change is what skills the company will need to reinforce its new strategy or new structure (Peters & Waterman, 1982). Staff element is concerned with what type and how many employees an organization will need and how they will be recruited, trained, motivated and rewarded. Style represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. Shared values are at the core of McKinsey 7s model. They are the norms and standards that guide employee behavior and company actions and thus, are the foundation of every organization (Jurevicius, 2013).

In regard to this study, McKinsey 7-S model is an important change model for keeping change aligned and working in a comfortable environment. The model presents seven interdependent factors in which all components of the model must be utilized or the change in the organization will be overlooked and then not succeed. For an organization to be successful in change management, a level of fit must be accomplished with each component and the environment. Likewise, changes to one of the components can cause a ripple effect on the other.

2.3 Change Management Practices in Organizations

Organizational change is the implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities (Kotter, 1996). In addition, organizational change management is the process of recognizing, guiding, and managing these human emotions and reactions in a way that minimizes the inevitable drop in productivity that accompanies change. Organizations have to deal with new technology, and with upgrades for existing technology. They have to cope with reorganizations, process improvement initiatives, and mergers and acquisitions (Marković, 2008).

There are external and internal triggers for organizational change. External triggers include: developments in technology; developments in new materials; changes in customers' requirements and tastes; the activities and innovations of competitors; new legislation and government policies; changing domestic and global economic and trading conditions; shifts in local, national and international politics; changes in social and cultural values (Marković, 2008). Internal triggers include: new product and service design innovations; low performance and morale, triggering job redesign; appointment of a new senior manager or top management team; inadequate skills and knowledge base, triggering training programmes; office and factory relocation, closer to suppliers and markets; recognition of problems, at triggering reallocation of responsibilities; innovations in the manufacturing process; new ideas about how to deliver services to customers. Top management's actions are usually reactions to some outside force, such as stiffer competition, shifts in the marketplace or new technology. It is important to realize that change is a key to surviving and growing in today's global economy. Without change an organization would run the risk of becoming stale and unresponsive (Suresh, 2001).

To successfully implement major change, companies must find the connection between the organization, the worker, and the change initiatives being introduced. That connection is achieved by fostering resilience among individuals in the organization. Change usually involves the introduction of new procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. The key to successful change management lies in understanding the potential effects of a change initiative on these stakeholders. A new vision, set of driving values, mission or goals constitute significant change. So do new performance standards, new policies or procedures, a new computer equipment installation, or a relocation of the business (Todnem, 2005).

Change management may be affected by a number of challenges. According to Suresh (2001), these challenges may manifest themselves under different names or other guises but are essentially the challenges of: leadership, focus, commitment and resistance. Leadership involves changing the running of an organization from a command and control nature of management to the nurturing and motivational nature of leadership. Focus is making business choices to bring alignment and focus to the organization while commitment is creating commitment to the future of the enterprise throughout the organization. Resistance is a complex entity that directly affects the outcomes of change, both positively and negatively. Overcoming any one independently is insufficient for realizing sustainable change.

2.4 Factors Affecting Change Management

It can be argued that the successful management of change is crucial to any organisation in order to survive and succeed in the present highly competitive and continuously evolving business environment. For change to be successful, an organization has to overcome all the challenges. The major factors effecting successful change management, according to Suresh (2001) are leadership, focus, commitment and resistance.

2.4.1 Leadership

According to Baesu and Bejinaru (2013) leadership and change cannot be separated not in theory neither in practice as they are interdependent. Change cannot be accomplished without the commitment and involvement of the organization's leaders. Let's look at the role a leader should play during the change process. Leaders must have a way of thinking about change. They should have a "model" which will guide analysis of the situation and help him to formulate the process of change to be implemented. Leaders must have clear goals. They must have a clear idea of what results the change will generate. Leaders should initiate change at the point where they have the most control and can make reliable predictions about the consequences of their actions. Leaders should recognize that change in any one part of the situation affects the whole. They must be alert for unanticipated consequences of their actions. The most important task of a leader is creating the climate that is conducive to the change being attempted (Beerel, 2009).

Chepkorir (2013) conducted a study on the factors affecting management of change in the road agencies in Kenya. The study found out that management styles have an effect on management of change within the road agencies. The management of change was affected by factors like creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees and allowing employee participation in making job-related decisions. The study thus recommends that management staffs responsible of leading the change management practices should strive to encourage others for excellence through employees’ own behaviour and full recognition of high standards of behaviour. They should also talk about the company’s vision and goals

2.4.2 Focus

Without a consistent focus, it becomes incumbent on each member to interpret the environment and to make decisions on which opportunities to explore from his or her own perspective. The likely result is a collection of highly skilled individuals, working extremely hard, and pulling the organization in a number of uncoordinated directions. Hence today's leaders must rely more on the discipline to focus on the right opportunities for the organization to steer the followers in the right direction (Suresh, 2001).

Kilpimaa (2006) examined the factors affecting successful change management in it outsourcing from transferred personnel point of view. The study found out that the success factors required for successful change management are, visible, aligned, committed and focused leadership, clarity of direction and targets, targeted and effective communication, enabling resources and structure for change, motivating people to change their behavior and cultural understanding.

2.4.3 Commitment

Individuals who are asked to make a change are really being asked to make a commitment of personal energy. Company resources must be devoted to help workers understand the impending change, convince them of its value, and manage the resistance that will inevitably surface. As a leader builds understanding and generates commitment, the intense resistance to change, born out of fear of the unknown, is abandoned and replaced by the courage to take new directions and to actively pursue change (Suresh, 2001).

Gathondu (2015) conducted a study was to examine factors that affect the change management process by studying Kenya Trade Network Agency (KENTRADE). The study found that the organization experience unclear communication of the goals between the management and the supporting staff. This causes the management to fail to leverage the skills of the employees to the organization resources hence hampering change management process. The study also found that lack of employee empowerment hinders successful change management process. Due to this lack of empowerment, the workforce is not committed to the goals and objectives of an organization hence play a part in the unsuccessfulness of change management process.

2.4.4 Resistance to Change

Resistance to change is a human condition. Every human being and consequently every organization exists in a current reality; an understanding of themselves and a level of comfort with their current situation. Bringing new skills or knowledge into a company is not always easy. People fear change. Management should oversee this integration, and smooth the way by keeping everyone aware of the company's objectives and how new competencies have a valuable part to play (Sharma, 2007). Resistance management may improve if the organization recognizes the potential benefits of resistance. A study by Olajide (2014) on change management and its effects on organizational performance of Nigerian telecoms industries revealed that change managers should successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry.

Rizescu and Tileag (2016) examined the factors influencing continuous organisational change. The study revealed that the existence of a system of rewarding employees that reflects the values and priorities of both, organizational norms and individual needs is the road to take when approaching organizational change because it plays an important role in organization self-assessment.

In another study, Agili and Okibo (2015) also examined the factors influencing implementation of change in selected public universities in Kenya. The study found that majority of employees, top management and other change stakeholders in public universities consider leadership, organizational and personal culture to have great and very great extent of influence on change implementation process. The study recommends among others that public universities need to be sensitive to human factors during change implementation process and practice democratic leadership that allows for staff and stakeholder involvement right from the very beginning of any change initiative/programme.

2.5 Summary of Literature and Knowledge Gaps

A review of the literature shows that organizations are striving to change through implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. With the management environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly.

The existing literature shows that there factors that are affecting successful change management process. They include: leadership, focus, commitment and organization culture/ resistance. Researchers such as Baesu and Bejinaru (2013), Beerel (2009) and Chepkorir (2013) argues successful change management requires good leadership with a focus, who can learn to take responsibility, articulate the direction of the organization, create an environment that empowers the members of the organization to be creative and for enabling individuals to be driven by their own will to continuously innovate in the pursuit of the future.

A review of the existing local literature shows that, Agili and Okibo (2015) looked at factors influencing implementation of change in selected public universities in Kenya; Chepkorir (2013) examined the factors affecting management of change in the road agencies in Kenya while Gathondu (2015) explored the Factors Affecting Change Management in KENTRADE. None of this study has looked at the factors affecting change management in the state corporations in Kenya, who have had a myriad of challenges. This is the gap that this study seeks to fill.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that are followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. It covers the research design, study population, data collection methods and finally data analysis.

3.2 Research Design

Research design refers to how the researcher puts a research study together to answer a set of questions. Research design works as a systematic plan outlining the study, the researchers' methods of compilation, details on how the study would arrive at its conclusions and the limitations of the research (McLaughlin, 2012). The study adopted a descriptive design. Descriptive design allows for the gathering of information, summarize, present and interpret it for the purpose of clarification. It is one of the best methods for conducting research in human contexts because of portraying accurate current facts through data collection for answering questions to conclude the study (Williams, 2007).

The descriptive research design incorporates both quantitative and qualitative analysis. It was therefore be appropriate for this study since it helped in collecting data through an interview guide in order to answer the question of the current status and describe the nature of existing conditions of the subject under study.

3.3 Population of the Study

Target population is defined as a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result (Bryman, 2012). The study targted state corporations in Kenya. A total of 118 state corporations were targeted. The unit of observations was the senior management staff in the targeted state corporations. One from each organization.

3.4 Sample Design

Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Mugenda & Mugenda, 2003). Stratified random sampling technique was used to select the sample.

Stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance (Latham, 2007). The study took a 30% sample. This was guided by Mugenda and Mugenda (2003), who revealed that a sample of between 10% and 30% would be a representative sample size of the target population. The sample size was therefore be 35 senior managers in the state corporations.

3.5 Data Collection

The study collected primary data through use of a questionnaire. The data was collected from the staff in the targeted state corporations. The questionnaire had both closed and open ended questions. It was divided into two sections. Section one gathered information on demographic information of the respondents, section two covered questions on factors affecting change management in state corporations in Kenya.

The respondents were 35 management staff who headed the various departments in the state corporations; one from each organization. The management staff were chosen as the respondents since they are the one who develops and oversees the implementation of the change management; hence they were deemed informed to give reliable information on the research problem. The researcher administered the questionnaire through drop and pick later method.

Questionnaire is preferred because it is efficient, cheap and easy to administer, they are relatively easy to analyse, and they are simple and quick for the respondent to complete and collect data in a standardised way (Kothari, 2008).

3.6 Data Analysis

The collected data was thoroughly examined and checked for completeness and comprehensibility. Data was cleaned and entered into the Statistical Package for Social Sciences (SPSS Version 20) for analysis. Descriptive statistics were used to analyze the findings. The descriptive statistics used included as means, standard deviation and frequency distribution were used to analyze the data. The analyzed quantitative data was presented using pie charts, bar charts, percentages and frequency tables

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This chapter entails data analysis, interpretation and discussion of the results. The objective of the study was to determine the factors affecting change management in state corporations in Kenya. The findings were presented in tables and charts.

4.2 Background Information

The section presents the demographic information of the respondents. The respondents' demographic information reflects the relevant attributes of the population which forms the basis under which the study can rightfully access the relevant information. The information captured includes: the number of years the respondents have worked in their current position and the size of the organization in terms of number of employees.

4.2.1 Duration of Work

The respondents were asked to indicate the number of years they had worked in their current position. The results are presented in Figure 4.1.

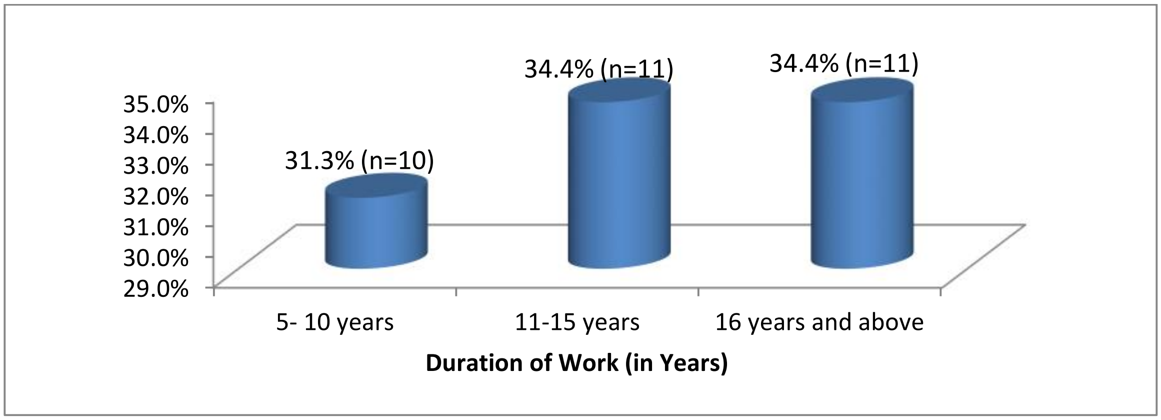

Figure 4.1: Duration of Work

The study findings in Figure 4.1 show that 31.3% of the respondents indicated that they had worked in thrir respective organizations for a duration of 5-1- years. On the othe hand, 34.4% of the most of the respondents had worked in their respective oprganizations for duration of 11-15 years and 16 years respectively. Majority ofq the respondents fell in these to brackets which shows that majority of the management staff who took part in the study had worked in theirv respexctive organizations for a period of over 10 years. This implies that these staff were much aware of the operations in their organization and therefore could give reliable information on factors affecting change management in state coporations.

4.2.2 Size of the Organization

In this section, the study sought to establish the size of the state coporations in terms of the number of employees working in those organizations. The findings are presented in 4.1.

Table 4.1: Size of the Organization

No. of Employees	Frequency	Percent
Below 100	1	3.1
101-250	11	34.4
251-500	15	46.9
Above 500	5	15.6
Total	**32**	**100.0**

The study findings in Table 4.1 shows that 46.9% of the respondents had between 251-500 employees while 34.4% of the respondents indicated that their organization had between 101-250 employees. On the othe hand, 15.6% of the respondents indicated that their organization had more than 500 employees.

4.3. Factors Affecting Change Management

This section sought addresses the objective of the study which sought to determine the factors affecting change management in state corporations in Kenya. The study examined whather factors: such as communication, employee readiness to change, organization culture and leadership affect change management in state corporations in Kenya.

4.3.1 Communication in the Organizzation and Change Management

The study sought to establish the extent to which internal communication affected change management in state coporations. A five point likert scale was used to analyze whereby the scores “not at all” and “little extent” were represented by mean score equivalent to 1 to 2.5 on the continuous likert scale ($1 \leq$ little extent ≤ 2.5). The scores of ‘moderate extent’ were equivalent to 2.6 to 3.5 on the likert scale ($2.6 \leq$ moderate extent ≤ 3.5). The score of “great extent” and “very great extent” were equivalent to 3.6 to 5.0 on the likert scale ($3.6 \leq$ great extent ≤ 5.0). The findings are presented in Table 4.2.

Table 4.2: Communication and Change Management

Statements on Communication	Mean	Std. Deviation
Change management is communicated effectively within the department.	3.44	0.759
There is mutual relationship among the workers which enhances communication in the organization.	3.94	0.716
Some failure in internal communication have sometimes led to failure of implementation of change management.	4.13	0.871
There is a clear vision that governs change in the organization	3.28	0.523
Communication by top leadership influences the change management practices in the organization	4.03	0.474
There is adequate training to enable employees cope with the change in management.	3.28	0.729

The study findings show that the respondents agreed to a moderate extent when asked whether there was a clear vision to govern change in the organization and whether there was adequate training to enable employees cope with the change in management as shown by a mean score 3.28 respectively. The respondents also agreed to a moderate extent when asked whether change management was communicated effectively within the department (mean score = 3.44). However, the respondents indicated that there was mutual relationship among the workers which enhanced communication in the organization to a great extent (mean score = 3.94). The respondents also indicated that communication by top leadership influenced change management practices in the organization to a great extent (mean score = 4.03); and that some failure in internal communication had sometimes led to failure of implementation of change management to a great extent (mean score = 4.13).

4.3.2 Employee Readiness to Change and Change Management

In this section, the respondents were asked to indicated the extent to which employee readiness to change affected change management in in state coporations. A scale of 1-5 was used to interpret the results of the study. The scores "not at all" and "little extent" were represented by mean score equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ little extent ≤ 2.5). The scores of 'moderate extent' were equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ moderate extent ≤ 3.5). The score of "great extent" and "very great extent" were equivalent to 3.6 to 5.0 on the likert scale. The results are presented in Table 4.3.

Table 4.3: Employee Readiness to Change and Change Management

Statements on Employee Readiness to Change	**Mean**	**Std. Deviation**
Employee resist implementation of change within the institution.	3.09	1.118
Employee tend to refuse new responsibilities brought about by change in management.	2.81	0.998
Poor organizational structure causes resistance among some employees.	3.81	0.780
There is adequate training to enable employees cope with change in the organization.	3.84	0.808

The study findings show that the respondents reported that the employees resisted implementation of change within the institution to a moderate extent (mean score = 3.09). The respondents also indicated that employee tended to refuse new responsibilities brought about by change in management to a moderate extent (mean score = 2.81). However, the respondents acknowledged that poor organizational structure caused resistance among some employees to a great extent (mean score = 3.81). The respondents further agreed to a great extent that there was adequate training to enable employees cope with change in the organization as shown by a mean score of 3.84.

4.3.3 Organization Culture and Change Management

The responmdents were asked to indicate their level of agreement with the statements about organizational culture and change management in state coporations in Kenya. A five point likert scale was used to interpret the responses whereby the scores of “strongly disagree” and “disagree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ disagree ≤ 2.5). The scores of ‘neutral’ were equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ neutral ≤ 3.5). The score of “agree” and “strongly agree” represented were equivalent to 3.6 to 5.0 on the likert scale which shows a strong agreement with the statement. The findings are presented in Table 4.4.

Table 4.4: Organization Culture and Change Management

Statements on Organization Culture	Mean	Std. Deviation
The institution's culture is consistent with the change management strategy.	3.47	0.803
The institution's culture is a powerful driving force in implementation of change management.	4.22	0.870
The institution's structure provides an effective framework for change management.	3.06	0.982

On the organizational culture and change management, the respondents agreed that institution's culture was a powerful driving force in implementation of change management (mean score = 4.22). However, the respondents were neutral when asked whether their institution's culture was consistent with the change management strategy (mean score = 3.47); and on whether the institution's structure provided an effective framework for change management (mean score = 3.06).

4.3.4 Leadership and Change Management

The study sought to establish the extent to which organizational leadership affects change management in state coporations in Kenya. Use a scale of 1 to 5 was used to interpret the responses whereby the scores of “strongly disagree” and “disagree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq$ disagree ≤ 2.5). The scores of ‘neutral’ were equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ neutral ≤ 3.5). The score of “agree” and “strongly agree” represented were equivalent to 3.6 to 5.0 on the likert scale which shows a strong agreement with the statement. The findings are presented in Table 4.5.

Table 4.5 Leadership and Change Management

Statements on Leadership	Mean	Std. Deviation
The top management is committed to change management practices in the organization.	3.34	0.787
The top leadership commits resources and support necessary for change management	3.41	0.875
The top leadership creates and shares the organizational goals with the employees.	3.41	0.946
Top leadership provides necessary support for employees and allows employee participation in making job-related decisions	3.50	0.950
The leadership guides and helps formulate the process of change to be implemented.	3.16	0.808
Lack of proper knowledge by top leadership poses a challenge in change management	4.38	0.707

The study findings shows that the respondents agreed that lack of proper knowledge and skills by top leadership posed a challenge in change management as shown by a mean score of 4.38. On the other hand, the respondents were neutral when asked whether the leadership guided and helped formulate the process of change to be implemented (mean score = 3.34); and on whether the top management was committed to change management practices in the organization (mean score = 3.34).

The respondents were also neutral when asked whether top leadership commited resources and gave support necessary for change management; and on whether the top leadership created and shared the organizational goals with the employees; this is shown by a mean score of 3.41 respectively. Moreover, the respondents were neutral on whether top leadership provided necessary support for employees and whether they allowed employee participation in making job-related decisions (mean score = 3.50).

4.3.5 Extent the Factors Affect Change Management

The study sought to establish the extent to which the identified factors affected change management in state corporations in Kenya. A scale of 1-5 was used to interpret the results of the study. The scores “not at all” and “little extent” were represented by mean score equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ little extent ≤ 2.5). The scores of ‘moderate extent’ were equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ moderate extent ≤ 3.5). The score of “great extent” and “very great extent” were equivalent to 3.6 to 5.0 on the likert scale. The findings are presented in Table 4.6.

Table 4.6: Extent the Factors Affect Change Management

Factors	Mean	Std. Deviation
Communication in the organization	3.81	0.780
Employees' readiness to accept change	3.47	0.879
Organisation culture	4.28	0.523
Organizational leadership	4.59	0.499

The study results in Table 4.6 show that the respondents indicated that employees' readiness to accept change affected change management in state corporations in Kenya to a moderate extent (mean score = 3.47). However, the respondents acknowledged that communication in the organization, organisation culture and organizational leadership affected change management in state corporations in Kenya to a great extent as shown by the mean scores of 3.81, 4.28 and 4.59 respectively.

4.4 Discussion

On communication in the organizzation and change management, the study found out that communication by top leadership influenced change management practices in the organization to a great extent and some failure in internal communication had led to failure of implementation of change management to a great extent. This implies that communication is key during the change management process for it to be a success. According to Todnem (2005) change usually involves the introduction of new procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. In this regard. to successfully implement major changes, companies must communicate and find the connection between the organization, the employees, and the change initiatives being introduced so that the employees understand the purpose of it all.

The study also found out that organization culture affects change management in state coporations in Kenya. While the respondents acknowledged that institution's culture was a powerful driving force in implementation of change management; it was found out that majority of the institution's culture was not fully consistent with the change management initiatives. These findings are in line with those of Agili and Okibo (2015) who found out that organizational culture influence change implementation process to a great extent. This is also supported by Gathondu (2015) who found that lack of employee empowerment hinders successful change management process. As a result the workforce is not committed to the goals and objectives of an organization hence play a part in the unsuccessfulness of change management process.

The study found out that employee readiness to change affected change management in state coporations. It was found out that employees resisted implementation of change within the institution to a moderate extent. Employees also tended to refuse new responsibilities brought about by change in management to a moderate extent. The findings are in agreement with those of Olajide (2014) who revealed that human resources are important to change manament and that change managers should successfully manage the human side of change in order to avoid resistance to change.

On leadership and change management, the study found out that lack of proper knowledge and skills by top leadership posed a challenge in change management. There was no adequate support and commitment of resources for change management by the top leadership. They also failed to adequately create and share the organizational goals with the employees and moreover, the employees did not fully participate in making decisions related to change management. The findings are in agreement with those of Baesu and Bejinaru (2013) who found out that change cannot be accomplished without the commitment and involvement of the organization's leaders. The findings are also supported by Chepkorir (2013) who found that organizational leaders play a key role in change management; and that management staffs are responsible for leading the change management practices should strive to encourage the employees' to achieve the chnages. The leadership should also talk about the company's vision and goals of the organizations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary of findings, conclusions and recommendations of the study based on the objective of the study. It entails a synthesis of key issues of the objective of the study as deduced from the entire research.

5.2. Summary of Findings

On communication in the organizzation and change management, the study found out that there was mutual relationship among the workers which enhanced communication in the organization to a great extent. Communication by top leadership also influenced change management practices in the organization to a great extent and some failure in internal communication had led to failure of implementation of change management to a great extent. On the other hand, the respondents agreed to a moderate extent when asked whether there was a clear vision to govern change in the organization and whether there was adequate training to enable employees cope with the change in management. The respondents also agreed to a moderate extent when asked whether change management was communicated effectively within the department.

On employee readiness to change and change management, the respondents acknowledged that poor organizational structure caused resistance among some employees to a great extent. The also agreed to a great extent that there was adequate training to enable employees cope with change in the organization. However, the respondents indicated that the employees resisted implementation of change within the institution to a moderate extent. The respondents also indicated that employee tended to refuse new responsibilities brought about by change in management to a moderate extent.

On whether organization culture affect change management, the study established that respondents agreed that institution's culture was a powerful driving force in implementation of change management. However, the respondents were neutral when asked whether their institution's culture was consistent with the change management strategy; and on whether the institution's structure provided an effective framework for change management.

On leadership and change management, the study found out that lack of proper knowledge and skills by top leadership posed a challenge in change management. However, the respondents were neutral when asked whether the leadership guided and helped formulate the process of change to be implemented; and on whether the top management was committed to change management practices in the organization. The study results further shows that the respondents were also neutral when asked whether top leadership commited resources and gave support necessary for change management; and on whether the top leadership created and shared the organizational goals with the employees. Moreover, the respondents were neutral on whether top leadership provided necessary support for employees and whether they allowed employee participation in making job-related decisions.

On overall, the respondents revealed that while employees' readiness to accept change affected change management in state corporations in Kenya to a moderate extent; factors such as communication in the organization, organisation culture and organizational leadership affected change management in state corporations in Kenya to a great extent.

5.3 Conclusions

The study concludes that internal communication in the organization affects change management. Good communication positively influences change management practices in the organization as employees are prepared for the changes. Communication is key to create clarity and ensure that everyone is one the same page as far as the goals of the change are concerned.

The study concludes that the top leadership of state corporations have a big role to play for successful change management process. Successful organizational change depends on leaders. Managers should have direct authority with people going through the change and they should support and execute change in their span of influence. Leaders usually control resources such as people, budgets, and equipment, and thus have the authority to make decisions on which necessary resources to commit and to what extent inoders to successful change management process.

The study concludes that organization culture influences the likelihood of success for change management in state corporations in Kenya. While institution's culture was found to be a powerful driving force in implementation of change management; the culture was not well consistent with the change management strategies. Evidence suggests that organization members are more inclined to embrace change when the organization's culture is aligned with the mission and goals of the company.

5.4 Recommendations

The study recommends that management of the state corporations should ensure adequate communication on the intended change management to the employees. Internal communications managers have an important role in moving employees and teams smoothly through organizational change. There should be proper cascading of the change management process in order to help them understand the imminent changes being undertaken in the organizations. Communication impacts employees' reactions and because of this, it can determine the outcome of the change. Without the right communications, employees become uncertain and negative. They aren't able to see the benefits of the change, or even understand the purpose of it all.

The study recommends that the leadership of state coporations should be committed to change management process. The top leadership should allocate and provide more resources, both financial and human resources, to support change management. Resources are key to successful change management. Besides provision of resources, leadership should also enhance team work and create a culture that would support the company's change management process.

5.5 Limitations of the Study

In the pursuit of conducting this study, the researcher initially experienced challenges of getting information/data from the respondents who were the management staff. Accessing the the management staff of targeted state corporations was difficult as they busy and it was a times difficult to fit in their busy schedules. However, the researcher countered this limitation by booking for appointments at the most convenient time of the respondents so as to avoid interfering with their busy schedules.

Other than the challenge of access to the respondents, some of the respondents were also unwilling to share information for fear that the data may released to other unauthorized persons. However, the researcher overcame this challenge by informing the respondents of the purpose of the study and how it could benefit the institutions. The researcher also followed ethical procedures and ensured confidentiality of the data given.

5.6 Areas For further Research

This study looked at factors affecting change management in state corporations in Kenya. This study was limited to state corporations in Kenya only and may not be conclusive to tell the whether these are the factors that also affect change management in private companies. In this regard, the study recommends a replica study be conducted in other companies in the private sector for comparison of results. The future study should further establish the other factors that affect successful change management in organizations, other than the ones indentified by this study.

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APPENDIX : QUESTIONNAIRE

This questionnaire consists of five parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

Section A: Demographic Information

1. Indicate your position in the organization……………………………………………

2. How long have you worked in your current position?

Less than 5 years [ ] 5– 10 years [ ]

11 – 15 years [ ] 16 years and above [ ]

3. Indicate the size of your organization in terms of number of employees

Below 100 [ ] 101-250 [ ]

251-500 [ ] Above 500 [ ]

Section B: Communication and Change Management

4. To what extent do you agree with the following statements about the effects of internal communication on change management at your organization? Use a scale of 1 to 5 where 1 is Not at all, 2 is little extent, 3 is moderate extent, 4 is great extent and 5 is very great extent.

Statements on Communication	**1**	**2**	**3**	**4**	**5**
Change management is communicated effectively within the department.					
There is mutual relationship among the workers which enhances communication in the organization.					

Some failure in internal communication have sometimes led to failure of implementation of change management.					
There is a clear vision that governs change in the organization					
Communication by top leadership influences the change management practices in the organization					
There is adequate training to enable employees cope with the change in management.					
Others, (Specify…………………………………………………….)					

Section C: Employee Readiness to Change and Change Management

5. To what extent do you face resistance in the following areas in your organization? Use a scale of 1 to 5 where 1 is Not at all, 2 is little extent, 3 is moderate extent, 4 is great extent and 5 is very great extent.

Statement	**1**	**2**	**3**	**4**	**5**
Employee resist implementation of change within the institution					
Employee tend to refuse new responsibilities brought about by change in management					
Poor organizational structure causes resistance among some employees					
There is adequate training to enable employees cope with change in the organization.					

Section D: Organization Culture and Change Management

6. Rate your level of agreement to the following statements about organizational culture and change management in your organization. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is strongly agree

Statement	1	2	3	4	5
The institution's culture is consistent with the change management strategy					
The institution's culture is a powerful driving force in implementation of change management					
The institution's structure provides an effective framework for change management					
Others, (Specify……………………………………………………….)					

Section E: Leadership and Change Management

7. To what extent do you agree with the following statements on leadership and change management in your organization. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is strongly agree

Statement	1	2	3	4	5
The top management is committed to change management pactices in the organization.					
The top leadership commits resources and support necessary for change management					
The top leadership creates and share the organizational goals with the employees.					
Top leadetship provides necessary support for employees and allows employee participation in making job-related decisions					
The leadership guides and help formulate the process of change to be implemented.					
Lack of proper knowledge by top leadership poses a challenge in change management					

Section F: Factors Affecting Change Management

8. On overall, to what extent do the following factors affect change management in state corporations? Use a scale of 1 to 5 1 is Not at all, 2 is little extent, 3 is moderate extent, 4 is great extent and 5 is very great extent.

Factors of change management	**1**	**2**	**3**	**4**	**5**
Communication communication in the organization					
Employees' readiness to accept change					
Organisation culture					
Organizational leadership					

THANK YOU FOR PARTICIPATION