

**THE EFFECTS OF INSTITUTIONAL CHANGE ON
ORGANIZATION STRUCTURE: A CASE OF NATIONAL
TRANSPORT AND SAFETY AUTHORITY ON ROAD
TRANSPORT MANAGEMENT IN KENYA**

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my parents and all those who supported me in the completion of this research writing. Thank you and God bless you abundantly.

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TABLE OF CONTENTS

| | |
|---|------|
| DECLARATION | ii |
| DEDICATION | iii |
| ACKNOWLEDGMENTS | iv |
| LIST OF FIGURE | vii |
| LIST OF TABLES | viii |
| ABBREVIATIONS AND ACRONYMS | ix |
| ABSTRACT | x |
| CHAPTER ONE: INTRODUCTION | 1 |
| 1.1 Background of the study | 1 |
| 1.1.1 Concept of Institutional Change | 4 |
| 1.1.2 Organization Structure | 6 |
| 1.1.3 Road Transport Management..... | 7 |
| 1.1.4 National Transport and Safety Authority (NTSA)..... | 9 |
| 1.2 Research Problem | 10 |
| 1.3. Research Objective | 12 |
| 1.4. Value of the study | 12 |
| CHAPTER TWO: LITERATURE REVIEW | 14 |
| 2.1. Introduction..... | 14 |
| 2.2 Theoretical Foundation | 14 |
| 2.2.1 Agency theory | 14 |
| 2.2.2 The systems theory | 16 |
| 2.2.3 The theory of change | 17 |
| 2.3 Effects of Institutional Change on Organization Structure of Road Transport Management | 18 |
| 2.4 Summary of Research Gaps..... | 24 |
| 2.5 The Conceptual Framework..... | 26 |

| | |
|--|-----------|
| CHAPTER THREE: RESEARCH METHODOLOGY | 27 |
| 3.1 Introduction..... | 27 |
| 3.2 Research Design..... | 27 |
| 3.3 Data Collection | 27 |
| 3.4 Data Analysis | 28 |
| CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSIONS..... | 30 |
| 4.1 Introduction..... | 30 |
| 4.1.1 Response Rate..... | 30 |
| 4.2 Demographic Information of the interviewees | 31 |
| 4.2.1 Respondents by Age | 31 |
| 4.2.2 Respondents by level of education attained..... | 32 |
| 4.3 Responses based on the research study objectives | 32 |
| 4.3.1 Road transport management | 33 |
| 4.3.2 Structure of the Road transport management pre-NTSA..... | 33 |
| 4.3.3 Restructured functions under the formation of NTSA..... | 33 |
| 4.3.5 Policy changes on road safety and transport management in Kenya..... | 34 |
| 4.3.6 Implementation of institutional change | 35 |
| 4.3.7 Emerging Challenges in the road transport and management | 36 |
| 4.4 Findings and Discussion | 38 |
| CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND | |
| RECOMMENDATIONS..... | 41 |
| 5.1 Introduction..... | 41 |
| 5.2 Summary of findings..... | 41 |
| 5.3 Conclusions..... | 43 |
| 5.4 Policy Recommendations..... | 44 |
| 5.5 Limitations of the Study..... | 45 |
| 5.6 Suggestions for Further Studies | 45 |
| REFERENCES..... | 46 |
| APPENDICES | 50 |
| Appendix I: Introduction Letter | 50 |
| Appendix II: Interview Schedule for NTSA Officials..... | 51 |

LIST OF FIGURE

| | |
|---|----|
| Figure 2.1: Conceptual Framework | 26 |
|---|----|

LIST OF TABLES

| | |
|--|----|
| Table 4.1: Responses by age | 31 |
| Table 4.2: Responses by level of education attained | 32 |

ABBREVIATIONS AND ACRONYMS

| | |
|--------------|---|
| BRT | Bus Rapid Transit |
| KRA | Kenya Revenue Authority |
| KENHA | Kenya National Highway Authority |
| LRT | Light Rail Transport |
| NTSA | National Transport and Safety Authority |
| PSV | Public Service Vehicle |
| TLB | Transport Licensing Board |

ABSTRACT

The main objective of this study is to examine the effects of institutional change on structural organization: a case of national transport and road safety management in road transport in Kenya. Despite the growing demand for transport services, the road transport sector in Kenya faces many challenges and shortcomings. Institutional shortages and the lack of a fully integrated transport system have become key challenges that prevent the transport sector in Kenya from playing its role in national and regional economic development. This study used the agency theory, systems theory and the theory of change. The study was adopted by a case study design. It contains a detailed investigation of people from both organizations based on the initiation of the effects of regulatory authorities on the regulation of road transport, a case of national transport and security authority in Kenya. A case study is a design where the data is collected only from one or several study units. The study only uses primary data. Using the basic data collection interview guide. The data collection is done through the use of closed questionnaires. Review of data using content analysis. The study found that at the beginning of the National Transport and Safety Authority began its purpose to create the Authority that links the operations of the main departments of road transport and facilitates effective management of the subsector, road transport, and people's lives through traffic accidents. The key functions of the Authority described in section 4 of the NTSA Law; advise and make recommendations on issues related to transport and safety in road transport, apply rules related to road transport and safety, plan, manage and safeguard the road transport sector in accordance with the provision of the Law no.33, 2012; and to ensure the provision of safe, reliable and efficient road transport services. Then, in a nutshell, the NTSA took full management of the Traffic Law, becoming the regulator of all safety and road regulations. The study concluded that after the introduction of the National Transport and Safety Authority and the regulations are oriented towards the rationalization of external ones without addressing the problems of internal control and corporate standards, even internal ones. Control problems are directly related to external problems.

CHAPTER ONE

INTRODUCTION

This chapter gives the background information of what the study will entail, stating clearly the problems and the objective of the study. It also introduces the theories that will be used to anchor this study. The chapter concludes by discussing the value of the study.

1.1 Background of the study

Road transport can be explained as the movement of goods and pedestrians along a route. This is the movement of good and also the movement of people by road air and rail. In the human character, the urgency to move from location to another has created many job and living as a result. According to Fungai & Virginia (2013), traffic is the physical movement of both people and human's beings across a particular geographical location by any means possible.

This has a transformation in the transportation industry basically from on-foot to animals means and then to the locomotive industry, and even from slower to the fast generation to the modern fastest vehicles of the 21st generation mostly used today. Bennett, (2012) says transport in the urban area is very important aspect since it efficiently enables the movement of people and goods which is the major backbone of the economic growth and also the sustainable development of any particular country.

According to Bartone *et al.*, (1994), road transport management is considered as a means of enhancing the availability of road network according to the particular objectives stated by the prevailing local issues. In addition, recently the analysis changed from the small improvement in the transport industry to the to issue regarding the reduction of accidents, the improvement of the environment, the limitation of demand and the restoration of the ability to move safely and freely on foot, the priority of public transport and the cycle.

The study was founded based on three different theories: agency theory, the theory of change and system theories. Agency theory is involved in a situation where an individual, also known as an agent, is hired by another person also known as principal to act on their behalf based on a designated rate schedule. (Bennett, 2012). System theories on the other hand summarizes that the competition should be encourage by the regulators where feasible, in order to reduce the costs of irregularities by acquiring more information and also provide incentives for operators to improve their performance, develop the main regulatory measures which are not a regulation under the decree and independence, provide price structures that improve the economic transparency, legitimacy, credibility, and efficiency of the management system.

Road transport in Kenya represents about 93% of all passenger (Muiruri, 2015). Kenya's mass public transit system is chaotic, exploitative and inefficient. The industry displays minimal characteristics of normative expectation of a public transit system owing to the small carrying capacity of most of the vehicle, high cost

per head, non-timed schedules, and compromise on road safety/etiquette resulting into accidents and traffic jams. Muturia, (2013) noted that from 1934, Overseas Trading Company possessed three-quarter of the Kenya Bus Service which and the remaining quarter company by the Nairobi City Council existed as the sole legal provider of public transport services in Nairobi by then, offering a well-organized public transit within Nairobi. However, thereafter it was not able to cope with the influx of informal paratransit as the Government neglected and ceded ground to the private sector.

According to Bennett, (2012) traffic management progressively deteriorates in a discipline that, by itself, requires an organizational structure to achieve the results achieved. Therefore, the professional agency is a burden of the transport agency that is necessary to find the best initiation schemes, strategy, plan and traffic design and general rules for your government and others. The importance of involving the police in this process was also mentioned, where they will be the main leaders to implement the traffic regulations on which most of the transportation systems depend. The selected traffic management agency is responsible for the planning, operation, and design of all traffic systems. The traffic police should be consulted and informed in all walks of the development of the system.

The Roads Act of 2007 enacted has come up with three different agencies KENHA, and the KURA in charge of road management. NTSA whose vision is geared towards a sustainable, safe road transport system with zero crashes has been instrumental in the efforts to reduce road accidents and is responsible for

registration, licensing and road safety (Muguku, Ouma, & Yitambe, 2010). This helps us understand that the government appreciates more on the role of the road transport and the research on the influence of the RTI which as a result will foster the formulation of the sound policy framework. The main infrastructure that brings the impact to the countries economy by acting as both the supply and demand is the road transportation sector. The sustainable transport may include three connected systems; distributional/social equity which involves the people, the economic efficiency, and the environmental stability.

1.1.1 Concept of Institutional Change

Following the model of Bill Halal (2004), the institutional change can be defined as a change in all classes or organizations. In a deeper sense, refer to the change in the set of ideas that govern institutions. As all ideas change, the regulation of the practice also changes. Halal also affirmed that very change its fundamentals for the future. The first is the virtualization of organizations. This digital revolution goes along with a large number of transformations of hierarchies from the largest units to the smallest ones where the limits are much more fluid.

The team organizes specific issues and the vision also they can re-organize. Though this malleability, the organization maintains its vitality. The organization also performs more efficiently through the inclusion and the collaboration of major shareholders. The notion of the stakeholders is much broadened and their view is also deepened, the understanding of the global view and myths behind their major behavior.

The Halal test (2004) shows that the acceleration of the trend is mainly due to current technology. However, the technology can be used for misuse due to its effect size to increase productivity and vigilance, and its decrease in change is also marginalized. In addition, the current structure remains the same, even when the time comes for a better and improved technology. The tradition of weight loss can be overwhelming change. That is, overtime and other aspects of change are increasingly common since technology can be used to create a learning, cultural and social organization (Bennett, 2012). So, technology cannot be considered as an independent variable, but how to know or make mercy from the litany of reality, systems, worldview, and myth. Lost part of the equation is the management of institutional changes that focus mainly on the management of the human aspects of the integration of innovation projects in the body.

If the change is well managed, the following may occur; The staff understands the reasons for the adoption of the project, the resistance, and the barriers are identified and resolved, the acceptance of the senior level, the segmented communications addressed to different audiences, answering questions and problems concerning them, Momentum is built in the whole institution, the changes are less painful. The likelihood of maintaining and integrating projects increases and the institution creates a record of successful changes.

1.1.2 Organization Structure

An organization structure is involved in many activities like the allocation of tasks, its coordination as well as the supervision, these activities are channeled in the goal achievement of the organization. These can also be the viewing glass or the perspective in which the individuals would view their organization and environment. Depending on the goals, the structure of the organization is viewed in different perspectives. The structure will entirely depend on the current mode and the operations used in the organization. The organization structures enable the distribution of duties to many different functionalities and processes in many different units like the department, branches, work groups and also individuals.

According to Mohr (1992), the activities of the organizations are affected in by the organization in two different ways. The first one being the foundation of the standard procedures and also the routine rests. The second factors are the identification of individuals or group members to take part in the decision-making process and also to what level do their views affects the organization performance.

According to Hellriesel, Jackson, & Slocum (1999), the structure of the organization may also be view as a design that can be used in the realization of the relationship of the authority and the structure for a particular organization in order to enforce the plans and strategies attached to the goals of a particular organization. The organization structure may also be explained as a pattern of established relationships between the different components of the organization. Moreover, it refers to the relationship between an individual in the different hierarchy in the

organizations. This is a formal structured system that controls tasks and monitors the relationships, the coordination and how employees should be motivated as they all work towards achieving the goals set by the organization. According to Rue & Byars (2000), the organization structure involves the frameworks that set boundaries that formal organization operated within. It reflects how the members of the team should help in competing for resources, the profits and general performance of the firm. In addition, its help in combination and coordination and the general workflow of the organization's daily operation.

1.1.3 Road Transport Management

The management of the road transport can be explained as the systematic and effective efforts in controlling of traffic on roads in order to make them free and safe from the negative effects currently in the transport system (Asiyanbola, Osoba, & Adewale, 2012). Gardner *et al.*, (1989) pointed out road transport management is an application of traffic engineering and administrative techniques in order to optimally use of the existing infrastructure. Bennett, (2012) also describe road transport management as a package of actions aimed at optimizing the available road network in an organized way. Muguku, Ouma, & Yitambe, (2010) express road transport management as the process that involves the adaption and the adjustment of the current existing road system in order to achieve specific goal target without the substantial construction of the new road system.

Road transport management is the influencing element of the traffic situation by a bundle of measures with the target of harmonizing the traffic demand and the traffic supply of all transportation modes. And it aims to safeguarding and improvement of the citizen's mobility, safeguarding and improvement of economic transactions, improve the transportation compatibility with the environment and society, better use of existing infrastructure, increase traffic safety and comfort, decrease of pollution, reduction of traffic jams and an increase of public transport (Abbas, Hefny & AbuZidan, 2011).

John, (2000) in his experience of urban transport management and demand management in developing countries stressed that road transport involves the distribution of the transport infrastructure which includes road and more railway network which is guided by the strategic policy goals. This includes the road safety measures, its efficiency, environmental, economic scaling and the overall objectives. This entirely means that measure is provided that include giving priorities to specific transports operators like the buses and the trams, the emergency vehicles services, expanding the spaces along the roads for cyclist and pedestrians and better providing a shared space on the roads (Muguku, Ouma, & Yitambe, 2010). This, therefore, has led the great benefit of the road related transport management system in the improving of traffic flow and enhanced safety measures for all the road users. In addition, it also helps in the reduction of the general cost used in the building of better infrastructure. This is guided by a wider concept concerning the whole comprehensive management system of the roads based on the transport system and also it deals with the rules and policies for the measure of the entire urban transport infrastructure (John, 2000).

1.1.4 National Transport and Safety Authority (NTSA)

The National Transport and Security Authority (NTSA) is an association dependent on the Ministry of Transport and Infrastructure. This cooperation was established by the Parliamentary Law, Law 33 of 2012 (NTSA Act 2012) with the objective of opposing the operations of the main road transport departments of Kenya and effectively managing the road transport sub-sector; reduce the loss of life caused by traffic accidents. The mandates of the NTSA are: to provide advice and recommend on matters related to road and vehicle safety, improve and implement road safety measures and manage plans for the road transport sector in accord with the law on transport, ensure the security of supply, reliability, and road transport services, and parliamentary legislation established in the first program, in addition to other laws.

It has been over ten years of dealing with a matter concerning road safety, the establishment of Authorities is in accordance with the Road Safety Action Plan 2011-2020 of the United Nations Decade that recommends countries to improve safety road in managing creating associations and assigning agencies with the adequate capacity to offer better road safety agencies for road safety. In carrying out its main function, the authority has the order of registration and license of all motor vehicles, carry out thorough inspection and certification, complete regulation and monitoring of the public service vehicles, offer advice to the Government on the proposed policies to be implemented on transport sectors, drafting and enforcing strategies for road safety, help create awareness to the members of the public about the road safety, conduct the research and compilation of the reports of matters related to accident occurrence. Establishes preferred systems that can

oversee the training, the tests and license for all the drivers. In addition, this cooperation helps in the formulation of the best curriculum for all driving schools in the country, coordinates with all the individuals and organizations dealing with matter Cabinet Secretary or any other stipulated Law (Bennet, 2012).

1.2 Research Problem

As the transport services across Kenya increasing growth in demand, the countries transport sector, has been faced with numerous challenges and deficiencies. Institutional deficiencies and lack of a fully integrated Transport system have been key challenges facing the transport sector in Kenya from enhancing and facilitating its major role in national and regional economic development (Abbas, Hefny, & AbuZidan, 2011). The management of the subsector was shared among various government institutions making it difficult for the Government to effectively manage operations within the road transport subsector. There was limited coordination between these agencies and therefore the delivery of road safety was not very effective.

This disjointedness has contributed to unsafe, unreliable and inefficient road transport systems in Kenya, affected negatively service delivery and resulting in loss of lives through road traffic crashes at an average loss of three thousand (3000) lives annually (NTSA Act, 2012). The Integrated National Transport Policy Report- Sessional Paper Number 2 of 2012, identified this disjointed and weak institutional framework as one of the challenges experienced in the management of the road transport subsector in Kenya, hence the need for the establishment of a

lead Agency-NTSA to spearhead a safe and reliable Road Transport. Better management of the road networks can help boost the overall coverage of road networks at an affordable rate than the new road supply by increasing the efficiency of network use (Bennett, 2012).

Different scholars in the area of institutional change and road transport management studied the traffic problem nature causes and its impact on the city. Bitew (2002) studied the causes, temporal and spatial variations and consequences of taxi traffic accident, Bennett, (2012) it is the center of the grouping of registers to build a sophisticated program for the management and processing of road accidents. Fanuel (2006) on his part tried to identify major causes of traffic crashes, concluding that there are growing problems of road accidents and forwarded traffic simulation model for network selection. While Tewolde (2007) tried to identify variable that most cause road accidents, UNECA (2009) analyze the trends, causes, and characteristics of accidents.

As could be seen from the above examples, almost all of them are concentrated on assessing usual causes, consequences and spatial and temporal characteristics as well as the application of some models. However, none of these were devoted to assess and identify the traffic handling mechanism and arrangement practiced to curb the traffic problem in the city. Globally, however, different types of road transport management measures have been practiced and studied showing their potential in addressing congestion, accidents and other traffic problems.

The proposed study seeks to evaluate the effect of this institutional change on road transport and safety management in Kenya, following the establishment of the NTSA. Try to respond to this question: what effect did the establishment of the NTSA have on transport and safety management in Kenya?

1.3. Research Objective

The objective of the study was to examine the effects of institutional change on organization structure: a case of national transport and safety authority on road transport management in Kenya.

1.4. Value of the study

The proposed study is significant to road transport and safety agencies both state and non-state actors. There will be a better understanding of the effect and or functions of organizational change in the establishment of National Transport and Safety Authority influences the management of the road safety. This will go a long way to inform and influence policy formulation on Road Transport Management and Safety. Success in road transport management directly influences the efficiency of the transportation network, the economic competitiveness of a city, and the quality of life for the communities. Hence, the goal of this research is to provide an updated and comprehensive scan of current practices in road transport management operations for institutions concerned with road transport management and municipal authorities. The study will also help to improve the quality of decision-making in urban road transport management planning, to determine the need for road improvements, vehicle inspections and to initiate programs for educational purposes.

The academicians may benefit from the study as an addition of knowledge, this may encourage further research on sustainable Road Transport and Safety Management. Even though the study is carried out for academic purposes and it is confined to a single city, it could be helpful to have a deeper knowledge of the complexity of road transport management practice. Future research could explore other transport modes and sectors.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter contains a detailed analysis of existing literature review of the study. This study acknowledges the fact that a researcher cannot perform research without first understanding the literature in the field. It contains numerous empirical studies, which have been undertaken in the discipline.

2.2 Theoretical Foundation

A theory can be defined as a group of written statements that are supported by evidence which is supposed to explain some phenomena. There are several important theoretical perspectives applicable to institutional change and road transport management. This study used both the agency theory and the systems theory. The theories which are reviewed in the study help in the identification of the origin of the variables of the study and also the connection between the dependent and the independent variable.

2.2.1 Agency theory

The Agency theory is involved in the business relationship that which consist of the agent and the principal who are engaged in cooperative behaviors, however, they have different behaviors and goals toward the approach of risk. The control of the relationship and the contact between the agent and the principal much depends on the situation. According to Fungai & Virginia (2013), the contact is will be outcome based or behavior based.

Eisenhardt (1989), explained that, the basis of the principal-agent theory is the relationship between the cost of measuring behavior, the outcome and the transfer risk to the agent. The Theory also emphasizes that there should be agreeable vitality between the organization and its accomplices with a particular ultimate objective to work towards a mutual goal. The Agency Theory has also been depicted as the central approach to managing administrative direct. Cojocaru, (2011) says that the Agency Theory is used as a piece of the regulatory written work as a hypothetical system for structure and directing contract, which is among the rising issues in key administration. It along these lines clears up the leadership of principals and master's associations in execution contracting in administration. This is in the light that at each level of the key definition chain of significance, there must be a pro blamed for the obligation of addressing distinctive accomplices at various levels.

In conclusion, the manner that the Agency theory of key administration winds up being superior to some other theories of key administration with respect to the methodology usage progressive system. It is in this manner that it's noted that there should be agreeable vitality using the Agency speculation and suitable cognizance between the Principal and the Agent for the relationship to finish its objectives profitably and enough (Aosa, 2011). Thusly, in conclusion, the theory should be given a handle on particularly at the system definition level of vital administration and generally to the general methodology of key Management to update the hierarchical aggressive execution.

2.2.2 The systems theory

There is also a model of accident systems theory. This particular theory sees all situations in which the accident could have happened as a system with three different components. The person who is the host, the machine which is the agency and finally the environment. The theory tries to explain the safety arising from the interaction of the machines, human beings, and the environment. This, however, is not just a chain of events but a more complex causal connection.

According to Fungai & Virginia (2013), under normal circumstances, the chance of an accident happening is very minimal. Instead of concluding the environment as being full of hazards and human being as the major cause of the error, the safety system ensures that there is harmony between the employees and the environment in which they work in. Safety can be regarded as an emergent issue that arises whenever there is an interaction of systems within a large environment. This theory explains that the occurrence of an accident is as a result of the whole traffic system which involves the three key elements and not as a result of one like the machine.

There are two aspects of systems theory which are relevant in this study, and these are the person and the environment (Abbas, Hefny, & AbuZidan, 2011). This theory explains the institution as a procedure, the practice and the shared meaning among everybody in the organization. Institutional change occurs only when new practices are accepted and interactions between organizations have new meanings. Not that the machine as one of the third component of the systems theory is not important. But this study is on the environmental and governance factors of Road

Transport Management Authorities. The person as a component denotes the driver and the law enforcers and the environment denote the roads and road pedestrian facilities in this study. The views of system theory were of great value in this study.

2.2.3 The theory of change

Kurt Lewin's theory of change is explained in three different parts. It is usually known as Defrost, Change, and Freeze. When a structure was in operation for a while, habits and habits were organized in a natural way. The institution is geared in the right direction, but as shown in the illustration, people or processes may be lost. For example, unrelated or useful activities are expelled by the habit without anyone approving their legitimacy. In the same way, people have learned to do things in a way without considering other better methods. Defrosting means getting people to see their day-to-day activities, not accepting their bad habits and opening new ways to achieve their goals. In general, current practices and processes need to be reviewed again to allow wheel changes to move (Morrison, 2017).

Once the team members open their thoughts, the real transformation can begin. These procedures of change can be very unpredictable and, in order to be effective, it may take some time and requires a transition period. To achieve excellence, people should take new responsibilities and responsibilities, resulting in a learning curve that initially slows down the organization. A process of change should be seen as an investment, both in terms of taking time and resources: when a new organization and new processes are implemented, conflict can be overcome, but this is the price to increase effective structure. The change will be completely effective only if it

becomes permanent. When organizational changes are taking place and the structure has regained its efficiency, all efforts must be made to consolidate and ensure that the new institution has developed its standard (Connelly, 2016). In the future, other changes are made, but when the structure finds a way to improve the way it does its job, "reconfiguration," prosperity in the new organization and the use of change. Many say from a model that says the third step of this approach is renewed when Lewis's original work "freezes".

2.3 Effects of Institutional Change on Organization Structure of Road Transport Management

The main focus of the control and the road transport system is to make sure there is safety and efficient movement of people and good along the roads. This is by far a challenging task because of incidents very differently, in the degree of magnitude and this, in turn, an effect the flow of traffic. The various incidences must be identified and analyzed differently (Muguku, Ouma, & Yitambe, 2010).

Having an efficient management in the road transport has a major potential in the contribution of the seamless transport witnessed mainly in urban areas. This can also make a major contribution to fresh air in the busy city centers through diverting of traffic. As Abbas, Hefny & AbuZidan (2011), explains, the most significant, contribution to the sustainable transport system is having a well-designed scheme and the wider concepts in which is embedded.

The mission contributes to the success of sustainable urban transport and the reduction of distance through the integration of the planning of its property, the vehicle and the modal alternative to the private vehicle (Bennett, 2012). A system of reliable and economic public transport and a key element of the concept of sustainable urban transport. Mobility-like livelihoods are also proposed, and public transport is only published with a solution of energy and space for all private motorways. Public transport not only contributes to the reduction and emission of energy but also to congestion, which improves traffic flows and reduces viewing times (OCSE & ECMT, 2007). The predictability of travel times with the light rails (LRT) and/or the fast transport by bus (BRT) responds to a self-service vision, offering sufficient incentives to move from individual transport to the public (Gavin, 2012). Sustainable transport implies investments in infrastructure and travel policies that meet multiple objectives of economic development, environmental administration, and social equity.

The objective is to maximize the use of the transport system to achieve related economic and social and environmental objectives, without sacrificing the capacity of future generations to do so (Muguku, Ouma, & Yitambe, 2010). An urban transport support system requires and reinforces the various characteristics of the system, including mobility, accessibility, accessibility, social justice, efficiency, safety, convenience, low carbon emissions, convenience, and protection. The people and the environment. To restore all these components, I have to face several challenges in an integrated mode (Gavin, 2012). These challenges include improving the health of people by reducing air pollution in urban areas, resistance to climate change, reducing deaths and accidents due to accidents, excessive control of vehicular traffic,

improving public transport. Pedestrians or by bicycle and identify the specific needs of cities, women, adults, people with disabilities, young people and children. In addition to public transport, walking and cycling, can also play an important role in urban transport, particularly over short distances, and contribute to reducing emissions and energy consumption and reducing congestion. Walking and cycling are particularly suitable for urban transport because in most cities the trips are short (Moudon, 2003). However, the provision and maintenance of infrastructure for pedestrians and cyclists are essential to make these arrangements more attractive. The management of road transport involves the allocation of infrastructures (road space or groups of trains in a railway network) in accordance with strategic and strategic operational objectives. These include objectives in terms of efficiency, safety, environment, economy, and equality. In real terms, compliance with these measures may include measures with priority for commuter vehicles, locomotive trains or other vehicles, such as emergency services or vehicles with high occupancy rates, increasing the available space for the cyclists together with pedestrians or alternatively creating a shared space on the road (Gavin, 2012).

Assum (1998) carried out a study into road safety in Africa. The aim of the study was to obtain information on legal and institutional issues related to road safety in the country, technical and administrative capacity, financing and implementation of any road safety program. In addition, it also intends to obtain information on the degree of human and economic losses caused and on the characteristics of the traffic accident. The study was majorly focused on Africa's road safety challenges and not institutional management changes.

In this study, John (2000) notes that urban traffic management to use the best use of the present system for road transport, adapt, adapt, manage and improve the system. In particular, traffic management should improve the movement of commodities as well as the pedestrian; Improve better quality and safety of transport and transportation systems; and contribute to the improvement of the urban environment. Traffic management can help reduce poverty by increasing the number of “people”, improving traffic flow and improving mobility, thus reducing emissions and fuel consumption.

Chitere & Kibua (2004) did a study to investigate the measures to boost the road safety in Kenya. Of particular interest was the need to reduce many actors in the management of the PSV industry. The study looked at the challenges facing the PSV sector in Kenya but did not address itself to the formation of a regulatory body i.e. NTSA. Chitere (2006) indicates that there was high non-compliance by PSV drivers with the traffic rules and regulations despite enforcement by the police and some policing by passengers. On Policy, legal and regulatory framework, Chitere indicates that the main governance problem in the PSV sector is that the policy and legal framework, as well as the regulations, have been unilaterally formulated and enforced by the government without consultations with key stakeholders. In particular, the management of traffic better designed to improve the movement of commodities; contribute to the improvement of the urban environment and improve the quality and safety of traffic and the transport system.

Gerry et al. (2006) research-seeking elect fouls human capital of the founders in blessed of road transport their small businesses. In this model, the capital that provides human resources is the measure of education and the experience of the industry. The least expensive rooms in the hotel offer many amenities and all the amenities and services that you need from private areas to hotels. The authors only referred to the psychological characteristics of routine and ignored losing attributes, as well as those based on resources and those of a cultural nature.

A population-based survey study on RTAs conducted in Nigeria, by Libinjo et al (2009) revealed that RTAs was a significant problem claiming approximately 200,000 Nigerian lives annually and injuring 4 million more. The loss to the economy was also considerably high at \$25 million per annum. The study also found that men were more at risk of being involved in road accidents than women, while younger people, especially those aged 18- 44 years, formed the bulk of road accident victims.

Institute for Transport Studies (2010) describe the benefit of traffic management in two perspectives for the public and individual. Therefore, the public will benefit from the measures because the road infrastructure is used more efficiently through traffic management, congestion management and, therefore, the negative impacts of traffic can be reduced. This is possible without investing in new road infrastructure. If you occasionally experience disruptions in the transport network or if large events occur, traffic can be redirected accordingly.

Reduces unnecessary search for mileage of available parking spaces. Access and parking management measures can be implemented more effectively and, consequently, the positive effects of these actions will be improved. The reliability and quality of the public transport service can also be improved, saving passengers time. In his research, Oni (2012) has tried to study the association that is involved in the proactive features and commercial performance. The results showed that the company with a strong professional activity reacted positively to the measure of performance with a constant increase in the size and employment of skilled, competent and more flexible personnel.

He went further by saying that a company seems applicable to the society when it reveals its business pro-activity to achieve manageable performance levels. Business proactivity has been classified into different levels to explore the extent to which performance indicators are used. In conclusion, it was found that corporate performance was a function of the broader commercial pro-activity.

Zarulazam & Evdorides (2015) carried out a study on the valuation of road safety organization at the institutions organized level in Malaysia. The study presented a case study that highlighted problems in the institutional management of road safety and its financing focused on Malaysia. He suggested that the second-generation road surface is a tool to improve the effectiveness of road safety management. The study only addressed funding as a solution to road safety management and not the institutional change and its effect for example the establishment of a lead agency such as NTSA to coordinate such resource mobilization processes.

2.4 Summary of Research Gaps

Castellano (2007) carried out a study concerning the influence of institutional change on organizational legitimacy: the case scenario of the Bulgarian wine sector was designed to deliberate on the different types of change depending on the different types of formal or informal meteorological organizations that are also observed as causes of legality.

One type of legitimacy profile was based on the various sources sought by organizations. The last one presented the perfect scenario for the present study since it is the country that has experienced the important institutional initiative in the last two decades. The results show that the type of legitimacy is based on the type of institutional change and on the specific organizational characteristics. Wegerich (2011) adopted a theoretical approach to institutional change. The study describes institutional change and adaptability, are linked to the power of the parties involved. It's role as an influence in the institutions and in the process of institutional change. The research gap describes that the structured paradigm allows for an effective analysis of institutions.

Institutions will be analyzed in terms of function, manifestation, and sustainability. This is an important feature for a debate about institutional changes. Who, the institutional change is analyzed by two different approaches: on the supply and demand side. The structurally linked attention emphasizes the company's ability to meet the expectations of local government competition.

Latifi & Shooshtarian (2014) is a study that has on the impacts of the structure of the organization on trust and organizational effectiveness. The daunting of all organizations want to work in a fiduciary environment where they provide real help by achieving goals and objectives. The article is devoted to the definition and implementation of the organization. The population from which we derived our sample was composed of all the employees of medium and large sized companies in the province of Fars in Iran. I feel that the role of the director is a meaningful one.

Learn about the efficiency dimension, the importance of the organic structure and efficiency, the importance of the mechanical structure and the efficiency dimension.

Chandler (1962), author of *Strategy and Structure*, the classic exploration of the relationship between the structure of an organization and its strategy, defines the strategy as the realization of the essential long-term goals of a company and the implementation of options for action. Also, the distribution of resources to achieve these goals. Many of complex management situations had started at the initial management movement, so understanding the historical progress of this complexity helps the directors of the current institution to perform their functions, leaving current and future managers without historical names and credentials, but rather to develop an idea of what happens, and use this information in the preparation of present-day management.

2.5 The Conceptual Framework

The conceptual framework consists of a set of general ideas and principles derived from relevant research areas and used for subsequent presentations (Bennett, 2012). When explicitly developed, an imaginary act has the potential to support research, thereby supporting research to give meaning to later outcomes. The imaginary structure of this study is based on two independent variables and one dependent variable, as shown schematically in Figure 2.1. The study uses an imaginary plot to answer research questions.

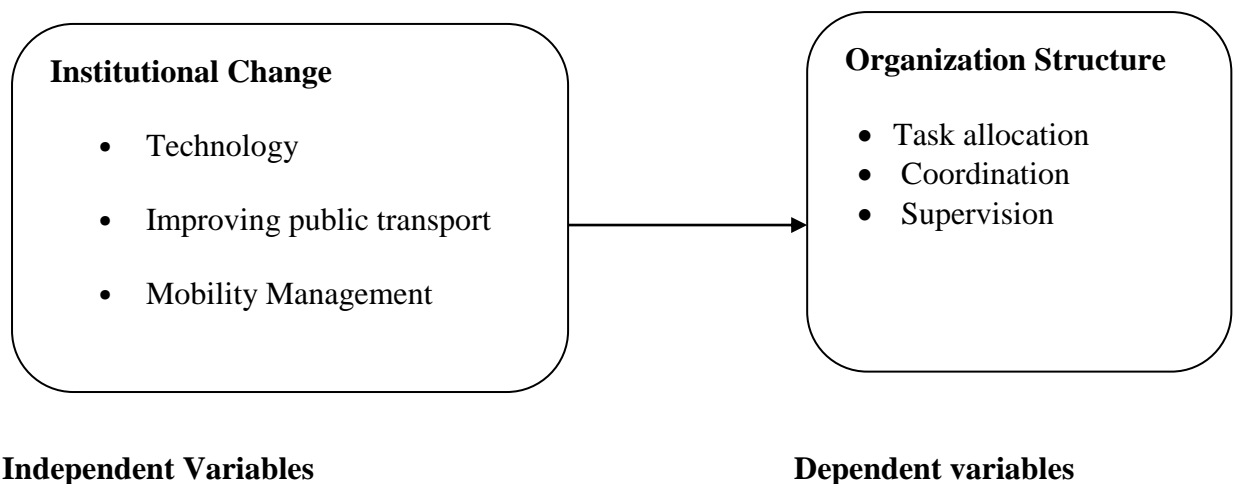


Figure 2.1: Conceptual Framework

The conceptual framework illustrates the different areas that the establishment of NTSA influences Road Transport and Safety Management in Kenya. The organizational change brought about by NTSA, different road safety strategies implemented by NTSA are some transitional changes and their effect on road transport and safety management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter includes methods that were used when collecting field data. This chapter includes discussion of the research process, sampling methods and justification, and the data sources used in the study. Analytical techniques were used to analyze study data.

3.2 Research Design

A case study design was adopted by the study. This entails a more thorough examination of individuals from both organizations on reasons for the start of effects of regulatory authority on road transport management a case of national transport and safety authority in Kenya. The case study is suitable for the study because it allows for gathering relevant information with an in-depth approach. A case study is a project in which data are collected only from one or more study units. It entails intensive analysis of a single case. Hence it allows for in-depth exploration of issues in a phenomenon. Data was gathered using open-ended questions that provide quotations.

3.3 Data Collection

This study employed the use of primary data. An interview guide was used to collect primary data. Data collection was carried out through the use of closed questionnaires. The closed questions are conclusive because they are designed to create easily quantifiable data. The questions are easy to code and this makes them particularly

useful when it comes to demonstrating the statistical significance of the results of a survey (Penwarden, 2013). This was used for better understanding and to allow a better and more perspicacious interpretation of the results of the study. The guide to the interview was dedicated to the identification of responses to the effects of the regulatory authority on the management of road transport, a case of the national authority for transport and security in Kenya.

An intentional (non-probabilistic) through sampling method was enforced to identify competent and highly qualified respondents with in-depth knowledge and knowledge on infrastructure, road development, and the environment, including planning, formulation of policy and execution. The interviewees were the director general, director of safety, director registration and licensing, director cooperate to support and director motor vehicle inspections. The interview guide was administered through personal interviews in order to get their opinions on effects of regulatory authority on road transport management a case of national transport and safety authority in Kenya.

3.4 Data Analysis

The content examination was used to analyze data. This is a quantitative research technique that ensures that a lot of data is compressed in a small quality content based on the rules of coding. This ensures ease while going through a large volume of data. This, therefore, enables the development of a strong evidence for findings and conclusion. The answer improves in the determination of answers for a various question concerning the study.

This form of analysis provides a better respondents quality pictures, ideas, and concern, feelings, and attitudes. Also, it guards against selective awareness of the content. Therefore, this will increase the validity and reliability. This form of analysis is used to show the intentions or the combination behaviors of the respondents. It also describes the attitude, the various response provided by the respondents. It also helps in determination of the emotional and the psychological states of people (Cooper & Schindler, 2003)

CHAPTER FOUR

DATA ANALYSIS, FINDINGS, AND DISCUSSIONS

4.1 Introduction

This chapter covers both findings and the analysis of the study as established in the objective of the research and research methodology. The results of the study were then presented on the effects of institutional change in the organizational structure: a case of a national authority for transport and safety in the management of road transport in Kenya. Data were obtained from primary sources that included records in management reports, organizational journals and research on institutional changes.

4.1.1 Response Rate

Questionnaires were distributed to senior managers in charge of enforcement, resource mobilization, director in charge of motor vehicle inspections, and director of communication, director legal services, director of road safety, Directorate of corporate services as well as the office of the director general, all of which were received back making response rate of 100%, whereas, according to Mugenda and Mugenda (2003), a response rate of 55% is adequate for statistical reports. All respondents worked in the company for a considerable period of time, which greatly contributed to match the questions in the research area.

4.2 Demographic Information of the interviewees

Demographic information sought by the researcher included Age brackets of the interviewees and academic qualification. The study used descriptive statistics to present the frequency and the percentages of the gathered data.

4.2.1 Respondents by Age

The data presented was on the basis of information related to the age of the respondents. This information would provide an image of the age groups that were represented in the organization.

Table 4.1 Responses by age

| Age Bracket | Responses | Response Rate (%) |
|--------------------|------------------|--------------------------|
| 31-40 years | 11 | 50% |
| 41-50 years | 8 | 36.3% |
| 50 years and above | 3 | 13.7% |
| Total | 22 | 100% |

Source: Research Data (2017)

Table 4.1 shows the results related to age. It was found that the majority of respondents were less than 40 years old. The survey showed a majority of 50% of the respondents aged between 31 and 40 years. Followed by 36.3% of respondents aged 41-50 years. The lowest number of respondents aged 13 or over was 13.7%. As a result, the Kenyan workforce tends to be younger, with more young people enrolling in schools and receiving more education and careers.

4.2.2 Respondents by level of education attained

The information on the level of education attained by the respondents was also analyzed. This information would enable the researcher to determine whether the organization has used professional experience through qualified or partially qualified personnel.

Table 4.2: Responses by level of education attained

| Education level | Number | Response Rate (%) |
|-----------------|-----------|-------------------|
| Undergraduate | 9 | 40.9% |
| Postgraduate | 10 | 45.4% |
| PhD | 3 | 13.7% |
| Total | 22 | 100% |

Table 4.2 represents the findings on the level of education attained by the interviewees. It can be observed that the organization has employed a qualified staff of various degrees. Most of the staff had an undergraduate degree qualification. 18.4% of the staff had postgraduate qualifications. None of the staff at the NTSA staff hadn't reached an undergraduate degree qualification. Being a key road transport management organ where major decisions are made, the staff ought to be qualified and this was reflected by the findings.

4.3 Responses based on the research study objectives

Data from the research study were analyzed according to the objectives of the research that revolved around the examination of the effects of institutional change on organization structure: a case of national transport and safety authority on road transport management in Kenya.

4.3.1 Road transport management

Interviewees of the study were asked to indicate their knowledge of road transport management, a majority agreed that they acquired their knowledge either from training or actual applications in the form of job experience. This include; traffic management, traffic management, incident management, demand management, support and supervision of the director, and management of the fleet and transport.

4.3.2 Structure of the Road transport management pre-NTSA

To identify the gap, the study first tried to find out the structure of operation before the formation of NTSA. Interviewees agreed that, initially, the road transport management operated by three departments. Motor vehicle inspection was under the Kenya police, licensing of motor vehicles was under the Transport Licensing Board (TLB) and registration of motor vehicle was done by the ministry of transport in conjunction with Kenya Revenue Authority (KRA), as well as road safety.

4.3.3 Restructured functions under the formation of NTSA

In its constitution through an act of Parliament; Law n. 33 of October 26, 2012, the National Transport and Safety Authority has launched the goal of forming the Authority to harmonize the operations of the most important road transport departments and effectively contribute to the management of the road transport subsector and reduce at least the loss of lives due to traffic accidents. The main functions of the Authority As described in section four of the NTSA law; They should advise and make recommendations on transport and road safety,

implementation of transport policy and road safety, planning, management and regulation of the road transport sector in accordance with the provisions of Law 33, 2012; and ensuring the provision of safe, reliable and efficient road transport services. So, in summary, the NTSA took full control of the traffic law, became the regulator of all road safety and transportation policies 4.3.4 Institutional change and organizational structure.

Interviewees were asked to rate whether the institutional change and organizational structure had any influence on efficiency and coordination of road transport management in Kenya. The Interviewees gave a fairer to good response owing to the fact that the transformation was somewhat poor. Overall, the study appreciates the fact that projects after the introduction of National Transport and Safety Authority, construction of new roads and upgrades have only partially provided physical infrastructure for road transport users. As such it seeks to ensure that the neglected transport mode is treated equally so as to enhance the mobility of people by improving the walking environment that has proven to be sustainable and requires limited investment.

4.3.5 Policy changes on road safety and transport management in Kenya

Road transport services are some main elements of the service sector for Kenya, both in terms of contribution to employment and to the generation of income in the country. It is expected that the implementation of the latest road policy will lead the sector to the next level after the introduction of the NTSA. The NTSA Act, 2012 and 2013 regulations are geared towards streamlining externalities without addressing

internal control issues and corporate standards yet the internal control issues have a direct bearing on external issues. SACCOs are not for the purpose of efficiency and service delivery but a means to registrations as PSV operator and branding. The first requirement of the policy is that all seats of motor vehicles are equipped with safety belts. Second, it requires that all vehicles with a tare weight of more than 3,048 kilograms be equipped with speed limiters. Third, all PSVs are painted with a yellow band 150 mm wide on both sides and at the back with a minimum distance of 275 centimeters. Fourth, all owners must indicate their name and address on the body of the vehicle. Fifth, all matatu crews wear the uniform accompanied by cards issued by the rector of motor vehicles. Finally, the tenant and the driver must be permanently employed.

4.3.6 Implementation of institutional change

Interviewees of the study strongly agreed that the implementation of institutional change in organizational structure has greatly impacted their work experience in transport and safety management. The policy offers broad sentiments and thus there is a need for further refinement through Acts and Regulations. For instance, there is a need for enactment of the proposed Road Transport Act, 2013. Moreover, it seems not to address disconnect in transport demand, infrastructure development pace, and operators invest in the sector. Does not offer a concise roadmap on how to attain investment by private sector in road transport yet this is what is lacking in terms of route choice, the design of vehicles. For instance, it offers statement but does not give detailed arrangement of investment programme in the road transport especially advanced system of Rapid Bus System.

4.3.7 Emerging Challenges in the road transport and management

Respondents identified the political problems as the main challenges and priorities for the necessary changes in the road transport system. Speed is still the common factor contributing to the causality of traffic accidents. From an operational point of view, it can be said that reducing average vehicle speeds reduces injuries and shocks on average. This means that the risks increase rapidly with increasing speed and rapidly decrease with reduced speed.

Traffic police play a key role in the application of traffic rules. However, traffic rules are still being violated just below the nose of the traffic police. While some provisions of the legal note n. 161 were always part of the Road Traffic Law, the police could not enforce them. For example, art. 42 of the Traffic Law limits the speed of the PSV to 80 km / h. Act 161, however, sets the speed regulation for automatic cruise control of less than 80 km / h, which shows the loss of confidence in the ability of the police to adjust the speed.

This explains the inability of law enforcement agencies to enforce traffic rules in two ways. First, there was massive corruption in the traffic police. Secondly, traffic police are also ill-equipped to apply specific traffic rules and work in extremely difficult conditions characterized by a lack of basic equipment, such as high-speed guns, to detect the speed of the vehicle. Nor do they have adequate protection against climatic vagaries, such as rain. Therefore, the present study examines the problems encountered by the main stakeholders in the application of these rules.

Other challenges include the contradictions that may arise when road safety rules are applied. For example, previous attempts to install speed limitation devices on public vehicles in Kenya with the help of a directive issued by the Ministry of Transport and Communications failed because the operators of public vehicles did not comply. Instead, they complained that the devices are expensive and characterized by power structures, and managed to maintain the Directive.4.3.8 The impact of institutional changes on the management of road transport in Kenya.

The new rules that led to the formation of the National Authority for Safety and Traffic and the NTSA Law of 2012 and 2013 led to a reduction in PSV passenger loads. Before implementing these rules, it was normal for the current Matatu to carry passengers more than the available 14 seats, while 62-seat buses also moved more than the required passengers forcing some to stand in the vehicle while traveling. Now the loading of these vehicles should not exceed their capacity for official positions.

These changes led to a reduction in fuel consumption and maintenance and repair costs. Both the frequency of maintenance and repair and the replacement of tires have been significantly reduced, which has reduced initial costs. In terms of wages, there has been a general increase in salaries paid to drivers and drivers following the implementation of the rules. Road safety is a serious problem in Kenya, with over 13,000 road accidents a year (around 26,000 vehicles) causing 2,600 deaths and over 11,000 seriously injured. This means more than 36 accidents and 8 deaths a day. The number of victims per accident has also increased.

4.4 Findings and Discussion

Assum (1998) conducted a road safety study in Africa and the results showed that the objective of the study was to obtain information on legal and institutional issues related to road safety, technical and administrative capacity, funding and security programmers' performance. The theory of the agency finds that the mechanism to control the relationship is the contract between the principal and the agent and, depending on the situation; the contract will be based on behavior or results. In this way, the Agency's key management theory ends up being superior to some other key management theories with respect to the use of the progressive methodological system.

John (2000) stressed that urban traffic management is used to more effectively use in the existing road transport system by adapting, managing and improving the system and, depending on its proposals, in particular, traffic management, aimed at improving the movement of people and goods; improve the quality and safety of traffic and the transport system; and contribute to improving the urban environment. System theory finds that security derives from the interactions between human beings, machinery and the overall environment, and not simply chains of events or linear causality, but more complex forms of casualties.

Chitere & Kibua (2004) conducted a study to study efforts to improve road safety in Kenya, according to the results, the particular interest was the need to reduce many actors in the management of the PSV sector. The study examined the challenges of the PSV sector in Kenya, but did not address the formation of a regulatory body, namely NTSA.

The theory of systems in its conclusions describes institutions as procedures, practices, and meanings shared among the members of an organizational field. Institutional change occurs when new practices are accepted and interactions between organizations have new meanings. It is not that the machine as one of the third components of systems theory is not important. But this study deals with the environmental and governance factors of road transport management authorities. Gerry et al. (2006) studied the impact of the founder's human capital on the management of road transport of their small businesses, according to their findings, the founder's human capital had two dimensions: the level of education and the administrative experience of this sector. The authors hypothesize that the founder's higher level of education and more years of managerial experience in the foundational sector led to better commercial results.

Oni (2012) in his research he tried to examine the relationship between the characteristics of business proactivity and performance. The results showed that a company with strong business proactivity reacted positively to performance indicators with a constant increase in the size and employment of qualified and competent personnel. Zarulazam & Evdorides (2015) conducted a study on the

assessment of road safety management at the institutional level in Malaysia. The study presented a case study that highlighted problems in the institutional management of road safety and its financing focused on Malaysia. He suggested that the second-generation road surface is a tool to improve the effectiveness of road safety management.

Wegerich (2011) made a theoretical approach to institutional change. According to the findings, its role of influence in the institutions in its process of institutional change. The wealth gap describes the paradigm of the structure allowing for effective analysis of institutions. The institutions will be analyzed in terms of their function, their manifestation, and their sustainability. These characteristics are important for a change in institutional change. Here, institutional change is analyzed from two different sources: from the supply side and the demand side. The focus on institutions is related to the capacity of society to adapt, which will be explored in the context of the results of the institutional change.

Chandler (1962), studied the relationship between the structure of an organization and its strategy, defines the strategy as "the determination of the method and materiality of a long-term company, and the adoption of course of action and allocation of resources to achieve these objectives. Many of today's complex management scenarios have begun the early management of the movement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter constitutes chapter four's summary of findings, conclusions and the recommendations of the study which are based on its objectives. The chapter also presents limitations of the study and suggestion for further studies. The chapter finally discusses the limitation of the study and provides areas where research can be undertaken in the future studies.

5.2 Summary of findings

From the result obtained, the study found out that, NTSA began its main role in the formation of the expertise that ensures there is a better operation by the key transport department and also helps in effectively managing the road transport sectors which as a result will lead to the reduction of live loss through accidents. As highlighted in section 4 of the National Transport and Safety Authority Act, its main functions are; to advise and make recommendations on matters pertaining the safety and transport, to enhance the safety measures related to the road transport and safety, to enforce policies put in place for road safety and transportations, to make plans, manage, regulate the road transport network and its safety according to the provisions of the Act no.33, 2012; and lastly to make sure there is provision for the safe, efficient, reliable road transport service.

So, in a nutshell, NTSA took over complete administration of the Traffic Act, it became the regulator of all policies regarding road safety and transport. The requirement of the policy is that all seats in the motor vehicles are well fitted with seat belts. Moreover, it ensures that all vehicles with the tire weight exceeding three tones to be fitted with the speed limiters. Also, that all the Public Services Vehicles (PSV), must be painted with a 15-centimeter width yellow strip on both sides of the vehicle and also on the rear part, however, this part is expected to be at least 27.5 centimeters. In addition, all the owners of the vehicles must add their contact addresses to them, as for the *matatu* crew members, they are all expected to wear uniform branded with badges of the given out by the registrar of motor vehicles. Finally, both the conductor and driver should be permanently employed in their respective companies.

The road transport service does not only contribute to more employment opportunities in Kenya but also it in generating income towards the economic growth. The enforcement of the last road policy is expected to take this sector to the next level after the introduction of the National Transport and Safety Authority. The NTSA Act, 2012 and 2013 regulations are geared towards streamlining externalities without addressing internal control issues and corporate standards yet the internal control issues have a direct bearing on external issues. SACCOs are not for the purpose of efficiency and service delivery but a means to registrations as PSV operator and branding.

Overall, the study appreciates the fact that projects after the introduction of National Transport and Safety Authority, construction of new roads and upgrades have only partially provided physical infrastructure for road transport users. As such it seeks to ensure that the neglected transport mode is treated equally so as to enhance the mobility of people by improving the walking environment that has proven to be sustainable and requires limited investment.

5.3 Conclusions

The results of the research presented in the fourth chapter and the summary of the results of the investigation show that after the introduction of the National Transport and Safety Authority and its regulations are geared towards streamlining externalities without addressing internal control issues and corporate standards yet the internal control issues have a direct bearing on external issues.

Interviewees quoted policy concerns as major challenges and priorities to affect the preferred and appropriate changes in the road transport system. The main cause of that mainly contribute to major accidents remain to be overspending. From an operation point of view, it can have established that, if only the speed limit is reduced, the accident current will reduce significantly. This result found tallies with Taylor (2000) who found out in his study that, lower speed has reduced the rate of the collision on the roads. This only means that if the limits are not reduced then people will experience the accident on our roads a result.

Traffic rules are still violated, even under the observation of the traffic police. The fact is that the provisions of Law No. 161 have always been part of the Traffic Law, but have never been implemented. In section 42 of the Traffic Act, it is indicated that all the PSVs should be driven at a maximum speed of 80 km/h yet the Legal Notice No. 161 also governs and regulate the speed limit to below the required 80km/h. This indicates that there is the loss of confidence in the police ability to regulate the speed. This, therefore, explains the why the law has not been fully enforced by the people in charge in two different ways. The first one has been as a result of the massive corruption practiced by the traffic police. Secondly, the equipment's used to ensure road safety like the speed gun for detection of the overspending vehicles are lacking and also the environment in which they operate from. In addition, they also lack better clothing's for protection during cold and rainy weather. Therefore, this study examines the problems experienced by key stakeholders in enforcing these regulations.

5.4 Policy Recommendations

From the above conclusion, the study came up with recommendations influenced by the realizations and information derived from the field work research, secondary literature and theoretical background of integrative transport management. National Transport and Safety Authority have developed better curriculum and the entry requirements for various training programs of their members so as to attain their goal professionally just like any other major organization. The National Parliament and the Ministry of Transport and Infrastructure should try to enhance policies to better the transport system, especially in the urban areas. This will help in the

addressing the unique requirement of the road transport management. As the NTSA was founded as an institution for regulations, there is need to create Metropolitan Transport Authority as an investment branch within major cities and also other major municipalities. County assemblies should formulate a localized version of transport policy so to overcome lacunas associated with generalization against the informal nature of Kenyan economy.

5.5 Limitations of the Study

The limitation can be defined as a factor that contributed to the researcher obtaining inaccurate or completely different information from what the scientist expected in the study. The following were the limitation of the study: information from those requested by top management are usually portrayed with cover-ups, so that they do not portray the institution in low light and, therefore, do not accurately predict the relationship between the variables. Another limitation of the study included the short period of time that the NTSA as an authority exists, which could not give a long analysis trend.

5.6 Suggestions for Further Studies

The study suggests that further research is conducted on the emerging discourse that elicits the need for deeper interrogation in reference to road transport management, the long-term organization structure (regulated, deregulated franchise or deregulated free economy. Another area of the study suggested here is to investigate the effectiveness of traffic police in the implementation of new traffic laws where the focus will be on the role of traffic bribes, prosecution and successful cases relating to the breaking of the new laws.

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APPENDICES

Appendix I: Introduction Letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

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Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE... 30/11/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... Abcar - David


Registration No. ... DG1/64947/2013

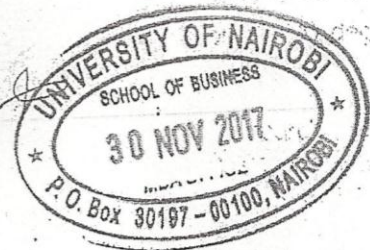
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



Appendix II: Interview Schedule for NTSA Officials

Background of the interviewee

Name: Date and time of interview:

Position in the organization:

1. Age Bracket:

- a) 21-30
- b) 31-40
- c) 41-50
- d) 50 and above

2. Level of Education:

- a) Diploma
- b) Graduate
- c) Masters
- d) PhD

3. Do you have any background in road Transport Management? Yes / No

.....

1. If yes, it is by which one:

- a) Training
- b) Work experience
- c) Any other.

4. What was the background of road transport management (process, rationale, aim, and objectives)?

5. Did the implementation of the institutional change enhance your work as law enforcers in any way? If YES, specify how?

6. Due to changes in politics and institutional matters, has the policy and regulations in road transport management have been changed or revoked over time? What was the background and objectives of the adjustments?

7. Has institutional change influenced the task allocation, coordination and supervision of road transport management in Kenya?

8. In what ways has institutional change contribute to a sustainable supervision of road transport management in Kenya?

9. What challenges do you face in enforcing the enforced road safety regulations?

10. What are you doing to manage these challenges?

11. Overall, what are your comments and suggestions about the institutional change? Are they sustainable?