DETERMINANTS OF STRATEGIC CHANGE MANAGEMENT PRACTICES AMONG COUNTY GOVERNMENTS IN KENYA

BY

DOUGLAS OKEYO BOSIRE

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DECLARATION

I declare that, this research project is my own original work and has not been presented

for award of any degree in any university.

Signed: _____   Date   _____

Douglas Okeyo Bosire

Registration No.: D61/87809/2016

This research proposal has been submitted for examination with my approval as the

university supervisor.

Signed: _____ Date_____

Prof Jackson Maalu

Department of Business Administration

School of Business,

University of Nairobi

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DEDICATIONS

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ABBREVIATIONS AND ACRONYMS

CIDP   County Integrated Development Plan

CISP   County Integrated Strategic Plans

CoG   Council of Governors

ERS   Economic recovery strategy

GDP   Gross Domestic Product

GoK   Government of Kenya

PFM   Public Finance Management

SCMP   Strategic Change Management Practices

SPSS   Statistical Package for Social Scientists

UNDP   United Nations Development Program

ABSTRACT

The process of change management is extremely important since it is a structured process designed to facilitate the transitioning of people, groups as well as an organization's present circumstance to a better and improved state. This mechanism involves the organization defining new values and behaviours, roles and positions among its workers so as to prepare them for the new changes and to cement goal congruence and a common vision between an organization and its customers. The organizational setting in which organizations operate are extremely dynamic thus necessitating continuous investigation into how can strategic change can be executed within an organization so as to survive against this forces. For successful execution of this change, it is important to undertake an analysis in order to understand how different factors contribute to strategic change and thus this study's main objective was to examine the determinants of strategic change management practices among county governments in Kenya. This study was anchored on two theories namely Kurt Lewin's Three Step Planned Change Model and the Kanter's Theory of Change Management. This study utilized a research design that is descriptive. The target respondents were the forty seven County governments in Kenya. Primary data was collected from the County executive using mail questionnaires. The mail questionnaires were five Likert type. The primary data collected mainly looked into different determinants of strategic change. The study also utilized secondary data in order to gather demographic information of counties such as population density, number of households, area in square KM^2 and gender. The data collected was analyzed employing both descriptive and inferential statistics. The inferential statistics was undertaken by performing a regression analysis on the dependent variable (Strategic change management)) and the independent variables (organisational leadership, strategy implementation, resource allocation and organizational culture). The study found that the determinants have a significant effect on the strategic change management at Kenyan County governments. This was evidenced by a p value of 0.001 at 95% level of confidence. This shows that the model adopted for this study was significant and that the selected were significant in predicting the strategic change management at the Kenyan County governments. It was concluded from the study that the attainment of strategic change is not a solely independent process but entails the coordination of different factors such as human resource, organizational culture, leadership and strategy implementation. The study therefore recommends that County governments and other organisations must ensure that adequate resources for the process of change in availed, organisational culture is favourable, leadership is the organisation is effective and that good strategic implementation approaches are adopted so as to enhance strategic change management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In a world of new technologies, shifting demographics, changing economies, fluctuating consumer preferences, reforming governments as well as dynamic competition organizations have no choice but to decide as to which direction to change. Just as living things, organizational change is unconditional. An organization has to constantly align itself with the external environments through reacting to external event or through realigning the business in which it operates in (De Wit & Meyer 2010). Kalshoven (2011) argues that we are in a world that changes constantly as are the organizations in which we work in. The society usually faces both planned and unprecedented environmental changes. Organizational change seeks better alternatives of utilizing the capabilities and resources so as to enhance the organization's ability of increasing productivity and improve stakeholder returns. Whether the intended change is from a less participative, corporate culture or along some other dimension, the process tends to follow a certain pattern (Gordon, 2011).

Relevant theories advanced in support of this study are the Kurt Lewin's Three Step Planned Change Model as well as Kanter's Theory of Change Management. According to Kurt Lewin (2004), successful change process requires generation of motivation for change before real change can occur and this occurs through a series of steps. Kanter's theory postulates that the way an organization operates is a function of the way employees derive their attitudes and behaviours. According to Kanter (1983), the models of change management are targeted at the senior management in an organization.

Strategic change management has recently been utilized by most organizations to attain a competitive edge in the constantly changing business environment. The main aspects that have contributed to this dynamism include the introduction of new strategy implementation mechanisms, adoption of new technologies by firms, increased need to resource mobilization and the increasing need for proper organizational leadership. All these have made it necessary for the county governments to adjust their operations in order to fit within the environment.

The Kenyan Constitution 2010 birthed the new devolved government which consists of the forty seven County Governments together with the national government whose aim is to bring the government more close to the grassroots' level. The county governments strives to downstream resources to the most common citizen with an aim of promoting democratic and accountable exercise of power as well as ensuring local and national resources are shared equitably (African Development Bank Report, 2008). This could be attained through adoption of suitable strategic change management practices.

1.1.1 Strategic Change Management Practices

As per Paton and McCalman (2008), the process of change management is extremely important since it is a structured process designed to facilitate the transitioning of people, groups as well as an organization's present circumstance to a better and improved state. This mechanism involves the organization defining new values and behaviours, roles and positions among its workers so as to prepare them for the new changes and to cement goal congruence and a common vision between an organization and its customers.

The process of re-organizing the business and marketing plan framework of an organization so as to meet the organization's objectives is called strategic change. This change may include altering the organization's policies, mission and vision, target market or even in some cases, the structure of the organization. The problem or situation that different organizations continue to face at the moment, informs the type of change that should be instituted (Kanter, 2012).

Burnes, (2004) holds the opinion that change should be seen as a one-off event, something that falls outside the normal running of the organization and ultimately, a thing that should be tackled on an issue by issue basis. Burnes, (2004), claims that, organizational change can be seen as a one-off event to the organization management thus can be tackled systematically every occasion it arises. Further to this, Whipp (2007) and Pettigrew agree that such a change is not only just reformative; it is also an interactive and cumulative process.

The likelihood for success in organizational and strategic change management practices is influenced by the structure of the organization and culture, especially if the culture is well aligned with the mission and vision of the organization (Schein, 2009). Though culture is resistant to change, it also makes it possible for an organization to embrace change regardless of how fast a product needs to be developed or whether there is an organized reduction in costs.

Otherwise, when companies incorporate the ideas and energy aimed as organizational change, then as long as the changes structures are culturally aligned, then the initiatives become more sustainable. Experienced managers responsible for facilitating the change process are often aware of how to manage the change and the best practices of the organizations, and therefore, they do their best to maximize the company's existing culture.

1.1.2 Determinants and Strategic Change Management

Strategic change management occurrence in an organisation is a precursor of different factors. The dynamic and competitive nature of the business environment demands that the business strategic change management practices needed for attainment of competitive advantage. The firms' orientation towards the adoption of strategic change management practices is greatly influenced by factors such as implementation of strategy, leadership and governance as well as resource allocation.

The culture of a company if consistent with the strategy can be a major strength and therefore when it comes to implementation, it can be a powerful driving force. A culture can however restrain a firm from facing competitive threats and also make it not adapt to social and economic environments which are changing, which a new strategy can conquer. As per (Johnson & Scholes, 1999) social processes can also lead to rigidities when a firm wants to change its strategy. To manage the strategy-culture relationship, it needs sensitivity to the interaction amongst changes needed for strategy implementation as well as compatibility or fit between the organizational culture and those changes (Pearce & Robinson 2007)

Strategy implementation is the means by which strategies are realized. Strategy implementation translates the strategy into action in order to realize the organization's goals as well as objectives. The strategic planning process in an organisation must be flexible to allow for the introduction of any viable changes (Poister and Streib, 2005). Strategy implementation is the most challenging of the strategic management process. There is creation of a strategic planning model that is holistic when there's integration of an organization's strategic change and operational levels in a common approach (Plant, 2009).

Hellriegel and Slocum (1974), argue that management of Change requires embracement from leaders as well as staff who are compassionate. Keeping in mind that change is inevitable, the management has to develop a change management plan that guides the workers on which path to take so as to reach to a permanent change.

Counties in Kenya undertake their operations using very limited resources which have resulted to a lack of equipment, inadequate logistical capacity and weak operational preparedness (Board of Governors Conference, 2016). A study by Denrell (2004) on resources and returns examines the importance of analyzing companies from resource side as opposed to the product side. According to Denrell, resources for example technology, brand names, trade contacts, skilled personnel, machinery, efficient procedures as well as capital form the basis for attainment and sustainability of change initiative that is strong as well as great firm performance.

1.1.3 County Governments in Kenya

Over the past years, governments have been known to centralize power. However, a growing number of countries both in the developed and lately developing world have in the last three decades been keen on decentralizing the administrative, political and fiscal functions of the central government to sub national governments and other agencies so as to improve service delivery (Calamai, 2009). These countries include the United Kingdom, the United States, India, the former USSR, Italy, Spain and Australia. Some African countries such as Nigeria and Kenya have also entrenched devolution in their governance structures. In many cases, the quest for devolution has been driven by the need to bring government services close to the people in response to the growing pressure on reforms in the public sector and the desire for more inputs and representation in public affairs' management by citizens and equitable distribution of economic and political resources (Cheema & Rondinelli, 2007). Consequently, the global arena is full of illustrations of successful and not so successful experiments in decentralization.

It is worth observing from the above illustrations that there are various forms of decentralization. Most importantly, it should be understood that the differences among decentralization frameworks of public functions are not clear cut and as such provide breeding grounds for such issues as role conflict which slow down the devolution process (Davies, 2012). Instead, the frameworks constitute of continuum-ranging from a centralized framework to a federal system.

The county governments came up with a county integrated development plan (CIDP) given a five year term 2013-2017. It is in line with the Kenya vision 2030 which is the blueprint of development in the nation as from 2008-2030. It seeks to transfer the country into a newly industrialized 'middle income economy that provides a high quality of life to its citizens by 2030'. The vision was embraced after the economic recovery strategy for wealth (ERS) was successfully implemented that helped the country to experience a new gross domestic product (GDP) of 6.1% in 2006 up from a low of 0.6% in 2002. It is based on three pillars.

1.2 The Research Problem

Change is an inevitable continuous process which establishes long-term direction as well as performance of organizations for ensuring careful formulation, effective implementation as well as continuous evaluation of strategy in progress (Obudo & Wario, 2015). However evidence suggests that a high proportion of strategic change initiatives fail causing significant financial impact where it is estimated that 15% of every dollar spent on strategic change initiatives is lost (Hughes, 2011; Kuipers, Kickert, & Higgs, 2013; Cabrey, Haughey, & Cooke-Davies, 2014). For successful implementation of organizational change to occur it calls for simultaneous changes in multiple organizational dimensions (By & Macleod, 2012). Public organizations have continuously and repeatedly been faced with the need to change in order to render more efficient and better services to their citizens. Kenyan 2010 Constitution envisages far-reaching changes encompassing transformation of the country via new institutions that are accountable and transparent, inclusive approaches to government as well as a serious

focus on equitable service delivery to all citizens (World Bank, 2012). The national government requires county governments to rethink on how they undertake their businesses, do an assessment on the consequences of duplicating services and adopt ideal strategies that result in increased outcomes (GoK, 2003; Obongo, 2009). Strategic management practices at the county level are strategic evaluation, strategic formulation, strategic analysis and strategic implementation. County governments in Kenya operate in high turbulence and have to position themselves in a strategic manner to adapt to the constantly changing operations in their public service delivery to the citizens.

Meagher & Kimenyi (2004), Hankla (2009) and Camp & Frey (2008) undertook studies on strategic response by Kenyan organizations to dynamic environments and their effect, though, no study concentrated on county governments in Kenya in the devolution process. Strategies which apply in a particular environment might not be applicable in a different environment as environmental forces might be different thus there is a knowledge gap.

The challenge of managing behavioural and systemic change has been a major issue in the Kenyan county governments. The devolved units have remained relevant in ensuring unmatched efficiency in service delivery (Jelagat, 2013). Unless strategy is translated into measures that employees can understand then it will be difficult to accept its functionality. Mwakamba and Theuri (2016) in their study on the role of change management strategies in effective devolution in the county government of Taita Taveta established that directive strategy as a change management strategy had a weak influence on devolution while the educative strategy and the participative strategy were very

influential in the devolution process in the county. From the foregoing, it is evident that many studies have been conducted on different aspects and contexts on strategic change management but no evidence of research exists on the influence of selected determinants on strategic change management practices among county governments in Kenya, this drives us to the research question; what is the influence of the selected determinants on strategic change management practices among county government in Kenya?

1.3 Research Objective

The current study sought to establish the influence of various determinants on strategic change management practices among county governments in Kenya.

1.4. Value of the Study

This study's findings will significantly make a contribution to the general knowledge in the line of strategic management. County government administrators will gain knowledge on implementation of strategy, resource allocation, leadership, organizational culture and strategic change management. It will also increase the chances of successful strategic change management among the devolved units and create awareness within the county government stakeholders including the national government, development partners and the citizens on the impact of the determinants on successful strategic change management.

The government together with other policy making bodies will also utilize the findings as a benchmark when formulating development policies related to strategic change management in county governments and other relevant sectors.

This study's findings will enlighten the government through the understanding the determinants of strategic change management. Other researchers and scholars will utilize the study's findings for reference and basis for conducting further studies on strategic management in any other field. Scholars and researchers may also use it to identify further areas of study and related areas by determining topics which require further research and through the review of existing empirical literature to determine study gaps.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter laid the theoretical foundation and looked into the empirical review that used to examine each variable. The review identified the research gaps and put forward the recommendations for further studies.

2.2 Theoretical Foundation of the Study

In this section, relevant models which were employed to study the variables are examined. Kombo and Tromp (2009) define a theoretical framework as a collection of interrelated facts as prescribed by the theories. The study therefore will be anchored on Kurt Lewin's Three Step Planned Change Model as well as Kanter's Theory of Change Management.

2.2.1 Kurt Lewin's Three Step Planned Change Model

According to Vakola and Nikolaou (2004), the theory is usually cited as the main contributor of Kurt Lewin when it comes to organizational change and management psychology. For changes to occur, there must be motivation for change right from the initial stages. Lewin proposed three important steps in the organizational change management process. The unfreezing step is the first one, here there's a belief that the extent of stability of a man's behaviour is dependent on quasi stationary equilibrium aided through a field of restraining as well as driving forces that is complex.

According to Lewis, equilibrium ought to be destabilized before discarding the old behaviour (unlearnt) to aid successful adoption of new behaviour. Successful unfreezing process requires treating change as a psychological dynamic process.

The unfreezing process entail some steps such as establishing that which needs to change, making sure there's strong management support; developing the need for change as well as understanding the concerns and doubts of a given group (Martin, 2005).

The second step proposed by Lewin was moving or changing. According to this step, unfreezing involves the creation of motivation for learning although it doesn't necessarily predict or control the direction and thus can be described as a process and not an event. This stage occurs as the required changes are made. This is perceived as the hardest stage since people are often fearful and unsure. Support is critical here and is in the form of coaching, training and anticipating and learning from mistakes. Change also occurs through use of role models and allowing open participation by others in developing solutions. The concerned parties need to have a picture of the change desired that is clear and their advantages so as to keep track and move in the desired direction. The management could employ key practical actions such as communicating often, empower action, dispelling rumours, encouraging participation by all parties (Luthans, 2008).

As per Burke et al (2009), the re-freezing step is regarded as the final step. This entails establishing stability after implementing the change. The changes are incorporated into the organisation's functions. New relationships are established among people and employees are les bothered by the routines. This takes time. In the modern world, the

next new change occurs in up to less than two weeks. Settling into comfortable routines is unconventional in the modern world of business since it breaks the modern thinking of change as a continuous and chaotic process that demands high flexibility. The management could employ key practical actions such as developing ways to sustain the change, anchoring changes into the organizational culture and providing training and development, and celebrate success.

2.2.2 Kanter Theory of Change Management

This theory was developed by Kanter in 1983. Kanter's theory postulates that the way an organization operates is a function of the way employees derive their attitudes and behaviours. According to Kanter (1983), the models of change management are targeted at the senior management in an organization. Moreover, both the academicians and practitioners can develop these models (Carrol & Hatakenaka, 2001). The practitioner models are designed in such a way as to rely on illustrative opinions and anecdotes thus making solid and well informed recommendations to managers. The theory is relevant to the study because it is recognized that change in some organizations face complexity ramifications of a different order when compared to other organizations especially those adopting a hierarchical structure.

In addition to that, these models also provide detailed instructions concerning ways in which organizational change may be initiated. Carrol and Hatakenaka (2001), hold the opinion that transformational change has the capability of contributing to employee resistance. In fact, some employees shown a great reluctance in embracing change and thus tend to maintain status quo as far as patterns of behaviour as concerned. Moreover,

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some proposed changes failed in challenging current work habits, organizational culture, such as processes and employee relationships.

The theory is relevant to the study because it is recognized that change in some organizations face complexity ramifications of a different order when compared to other organizations especially those adopting a hierarchical structure. In fact, there is a likelihood that success will depend as on sensitivity to different perspectives, implementation quality, and also on the level of support obtained from organization members that are influential alongside principle that are sound and influences change (Weimer & Vining, 2006). This implies that change that is positive and transformative provide an essential impact that can be seen in the public sector organizations along with employees.

2.3 Determinants of Strategic Change Managements Practices

For successful implementation of organizational change to occur, it calls for simultaneous changes in multiple organizational dimensions (By & Macleod, 2012). Organizations can't afford to go by strategies that are intuitive the moment they become large, have layers of management, or once their environment changes in a substantial manner (Pearce and Robinson, 2007). The determinants for strategic change management in this study include; implementation strategy, resource allocation, leadership and governance and organisational culture.

2.3.1 Implementation strategy

A change involves transforming and modifying an activity or process so as to influence behaviour and realize objectives. As per Seckler (1999) management is referred to as the collective utilization of human resource as well as material in order to achieve the goal set. Change management has to be approached in a systematic manner so as to achieve its goals.

Gullick (2008) argues that the change management process comprises of a set of basic management duties for instance planning which establishes the organisation's objectives and determines appropriate strategies for realizing them, it's undertaken at each level. It also gives the organization a structure which enables it function in an effective manner to realize quality goals. Leading through giving direction, guidance as well as motivation which consists of impacting the members of the organization to behave in a way which allows for achievement of objectives. The process of change involves complex circumstances to a person or an organisation. To bring change to people, assisting others to deal with change or to try cope with change, it's necessary to take time and think on what requires change and how the change will be implemented.

2.3.2 Resources Allocation

A resource can be regarded as a means used by the organisation in supporting itself and acquiring wealth as represented by intangible and tangible assets. According to Ainuddin (2007), it is defined as a source or supply where benefits are derived. Kenyan counties undertake their operations using very limited resources which have resulted to a lack of equipment, inadequate logistical capacity and weak operational preparedness (Board of

Governors Conference, 2016). A study by Denrell (2004) on resources as well as returns examines the importance of analyzing companies from resource side as opposed to the product side.

According to Denrell, resources for example technology, brand names, trade contacts, skilled personnel, machinery, efficient procedures and capital form the basis for attainment and sustainability of change initiative that is strong and great firm performance. The resources of firms are assets, organizational processes, capabilities, information, attributes and knowledge managed by the firm which lets it come up and implement strategies which better its effectiveness as well as efficiency. Important characteristics of a resource are that it should have value, not easily substitutable, not easily imitated and rare. Organizations with poor resource endorsement usually face many challenges at the beginning of each change initiative. For easy management of the change process, organizations should commit a given amount of resources to support the initiative failure to which it will miserably fail (Sugarman 2010).

2.3.3 Leadership and Governance

Leadership is defined as the process of having an influence on others and agreeing on what requires to be accomplished and how it will be undertaken in an effective way and the collective efforts required to achieve the stated objectives (Yang, Zhao, and Baron 2007). Hellriegel and Slocum (1974) posit that change management requires embracement from leaders and staff who are compassionate. Keeeping in mind that change is inevitable, the management has to develop a change management plan that guides the workers on the path to take so as to reach to a permanent change.

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Leadership assumes three dimensions of change namely; task oriented leadership, change oriented leadership as well as relationship oriented leadership. The main concern of the task oriented leadership is accomplishing the task, maintaining orderly reliable operations and efficient utilization of resources (Hay and Hodginkinson 2006). Change oriented leadership focuses on adapting to change in the environment, improving strategic decisions, major changes in processes, increasing flexibility and innovation and committing to change. Senge et al (1999) argues that authority driven change is often effective in the short run, more efficient to organize and more convenient for most organizations. More fruits are reaped from change if the change effort is pushed. Organizations should invest in development of leadership in order to attain better performances. Nearly all firms engaging in change management have employed some form of leadership development strategies. Change management requires strong leadership to push through risky and stressful shifts in the business. Ideally, managers should understand when to change and the recommended time to seek stability, trigger a change or avoid change (De Wit and Meyer 2010).

2.3.4 Organizational Culture

Patterson, Warr and West (2004) described organizational culture as a set of behaviour advanced by an organization as it seeks to attain external adaptation and internal integration. The organisation adopts a culture that has worked well enough and that is valid and acceptable for use by new members to perceive, feel and think. Organisational culture is also the world view and behavioural patterns shared by an organisation's

employees. As individuals within an organisation share experiences among themselves over a period of time, they establish associations which unite them within the system.

The shared system of beliefs will be charged emotionally as it constitutes the organisational members' norms and values and gives them an imperative filter to tackle the constant stream of ambiguous and certain events surrounding them. As this ideology gets stronger, it will channel the actions of its members into well-defined behavioural patterns. Therefore, organisational culture strongly influences nearly everything right from how to act in meetings to what is perceived to be ethical. Organizational culture is demonstrated through most human resource practices and is vital in predicting organizational change management success.

2.4 Empirical Review

The study reviewed a number of studies in view of the study variables and study conceptualization.

2.4.1 Global Empirical Studies

Kazmi (2012) in his study on strategic change and firm performance observed that by vision, the change management ought to contain a clear and elaborate objective with which all the staff members would rejoice to defend and identify. An affirmative action of good leadership and management, there must prevail an outline of vision having desired state which will stand to be realized by the mutual collaboration of the employees and all the relevant stakeholders at large.

Degnegaard (2010) in his study on organizational change process among manufacturing firms in the UK realized that organizational change can be seen as going from a status quo situation, through a transformation phase, into the new situation which is the desired situation which the architects behind the reform initiative have developed. The drastic change of the business environment requires transformation of mission, vision, core competence, core values, policy framework, management style, structures, management system, renewal mechanism and processes of the organization (Kalyani & Sahoo, 2011).

According to a study done by Otley (2009), strategic change management involves utilization of systematic methods that make certain that organizational change that is planned is implemented while keeping operational costs at the minimum, and guided accordingly as planned and in an effective way and ultimately done within time constraints while achieving set objectives. Moreover, she argued that when the change processes are successful, they involve three vital stages; that is the preparation stage where the organization comes up with the needs that require changes. The second stage is the initial change which is also the moment that change is initiated while the third stage that is referred to as the firming or cementing stage involves ensuring that every employee or stakeholder embraces the change process and hence overcoming resistance.

2.4.2 Local Empirical studies

Kakucha, Simba and Anwar (2018) studied the impacts of organizational structure on strategic change management in Mombasa County Government. A descriptive cross-sectional survey design using qualitative and quantitative approaches was utilized. Their

study realized that a positive and significant association existed between organizational structure and strategic change management. The study recommended that the county governments should focus on organizational structure since it contributes to a greater extent towards a change management process.

Chepkemoi and Moronge (2015) in the study on organizational change management in the public sector in Kenya, argue that in change management one needs to understand major change components such as: what is changing, reasons for the change, those influenced by the change and the change management process. In addition, when the components of shared vision, skills, leadership, resources, incentives are strategy are collectively inherent, there is high possibility of change occurring (Rajapakse, 2015).

In a study conducted by Obonyo and Kerongo (2015) on factors influencing strategic change management and the performance of Kenyan Commercial Banks, the organization culture is greatly associated with its management style, which of course was people centred. The same examination found out that interpersonal skill when it comes to the process of decision making and people engaged, worked out in favour of strategic change management implementation.

In his research within the sugar belt regions, Nafula (2005) noted that proper communication is a necessity that acts in favour of the wider organizational goals, strategic change management inclusive. Therefore, any form of communication done within the required time lime and regularly actually turned the results of the sugar manufacturing companies back to the profitability trends. He further noted that the

influence of proper customer service in the supply chain management was one area that customers liked and always failed victims of loyalty regarding the consumption of goods offered by those firms. Ichangi (2011) in his detailed strategic management documentation revealed that the central level management as well as the bottom one are charged with the organization responsibility of originating, defending and ensuring that every organizational member follows the development plans so as to accomplish the entire change management strategy in a gradual and seamless manner. Members in any organization are guided by organizational plans which act as a unifying factor and a bridge to the realization of the implemented strategic change management.

2.5 Summary of Literature Review and Knowledge Gaps

The challenge of managing behavioural and systemic change has been a major issue in the Kenyan county governments. The devolved units have remained relevant in ensuring unmatched efficiency in service delivery (Jelagat, 2013). Unless strategy is translated into measures that employees can understand then it will be difficult to accept its functionality. Mwakamba and Theuri (2016) in their study on the role of change management strategies in effective devolution in the county government of Taita Taveta established that directive strategy as a change management strategy had a weak influence on devolution while the educative strategy and the participative strategy were very influential in the devolution process in the county. Chepkemoi (2015) did a study on the challenges facing effective strategic change management in Kenya counties with a special reference to Nairobi City County. It was established that poor governance, political instability, corruption, inequality and poverty have been the main challenges to

strategic change implementation. The study however did not focus on what the key determinants of strategic change management are to enable effective implementation and hence success.

Several studies have been conducted internationally and locally to determine the challenges facing devolution more so on strategic change management. Majority of the studies focus on general devolution performance and not specifically on challenges which affect performance because of the process of change management in the counties. Thus, the current study will be built on the local literature on problems facing effective strategic change management in Kenyan counties. Other related studies mostly have concentrated on general problems in organizational change management as opposed to county-related problems that affect their decisions when it comes to or not to accept change. The effect of resources allocation, organizational culture, leadership as well as implementation strategy in examining change management that is effective in county governments.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section contains the methods of research which was applied to determine influence of selected determinants on strategic change management practices among county governments in Kenya in an objective manner. The section showed the research design, data collection techniques and the procedure through which data was analyzed.

3.2 Research Design

A research design gives a description of how the study addressed the research's specific aims as well as objectives. The current research employed a descriptive survey for establishing the determinants for effective strategic change management in Kenyan counties. Research studies that are descriptive are designed to collect information which is precise and pertinent regarding the current status of a phenomena as well as to possibly come up with valid conclusions from the information obtained.

Descriptive survey describes the features of subjects or phenomena, preferences, attitudes, opinions and perceptions of individuals which interest the researcher. It also seeks to obtain information from a representative of the population (sample) and from which the researcher presents the findings to represent the population as a whole (Kothari, 2004).

3.3 Population of the study

Kothari (2004) defines a population as a well-defined set of individuals, services, elements, and events, group of things or households which are being examined. A target population refers to the specific population from which information is gathered. The target population of the study was the 47 county executive committee members, one from each county across the 47 counties drawn from the public resource management and devolution departments.

Mugenda and Mugenda (2003) give the explanation that a population needs to have some observable characteristics, to which the researcher plans on generating the study's results. The definition makes an assumption that the population is not homogeneous. This is true since the different counties under study have adopted different strategic change management practices.

3.4 Data Collection

This study mostly depended on primary data. Questionnaire was employed as the key research tool. It was developed to obtain information from the study's respondents on variables of interest. The county executives will be more useful due to their deeper understanding of inner county affairs because of the offices held.   Secondary data was gotten from data other individuals collected for other uses and literature sources. Secondary data was obtained by reviewing published literature for example published theses, textbooks, journals articles and county government strategic plans and CIDP. The study will use treasury records to obtain secondary data. The mentioned sources were

reviewed to provide insight so as to obtain pertinent information. They provided insight in selecting variables, developing instruments as well as the discussing the findings.

3.5 Data Analysis and Presentation

The collected data underwent analysis by use of qualitative and quantitative methods using excel and the SPSS software version 21. Data sorting was done through editing, coding and classification. The quantitative data was subjected to measurement of frequencies, regression.

The findings were presented using tables, graphs and charts for easier interpretation and inference. Regression analysis was utilized to determine the association among the variables at 5% level of significance. The regression model equation was expressed as shown below:

$Y = \beta0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon,$

Where; Y= Effective strategic change management; $\beta0$= constant (coefficient of intercept);

X_1= Implementation Strategy;

X_2= Resources allocation;

X_3= Leadership & governance

X_4= Organization culture;

ε = error term; $\beta1...\beta4$= regression coefficient of four variables.

3.6 Response Rate

From the study, out of the 47 questionnaires that were administered to all the 47 counties in Kenya, only 35 questionnaires were fully completed and returned. The overall response rate was as presented below.

Table 3.1: Response Rate

Response	Frequency	Percentage
Returned	35	74.5%
Unreturned	12	25.5%
Total	**47**	**100**

Source: Research (2018)

The results in table 3.1 depict an overall successful response rate of 74.5%. Therefore, the response rate documented was found fit for analysis as per Mugenda and Mugenda (2010) study indicating that any response rate of 70% and above is excellent for analysis and making conclusions.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

The research looked into the influence of various determinants on strategic change management practices among county governments in Kenya. The chapter therefore presents an analysis of data and presentation of findings as per the stated objective.

4.1 Demographic characteristics

This study aimed at examining the demographic information on the forty seven counties in Kenya. It comprised of population distribution by density, number of households ,area and sex by each county. The findings were presented as per minimum, maximum, standard deviation and totals and the findings were as shown in table 4.2 below;

Table 4.2: Demographic information

	N	Minimum	Maximum	Mean	Std. Deviation	Total
No. of Households	47	22184	985016	182643.04	154135.863	**8,767,104**
Area in Sq. Km.	47	265	10323	1983.51	1626.746	**96,252**
Population Density	47	282	988	431.30	130.424	**401.1**
Male	47	53045	1605230	397527.11	260556.522	**19,192,458**
Female	47	48494	1533139	403525.34	261057.214	**19,417,639**

Source: Kenya National Bureau of Statistics

Findings on the demographic information as depicted in table 4.2 above depicts that the total number of households across the counties are 8,767,104. The coverage per square kilometer was 96,252 KM^2 with a total population density of 401.1. Furthermore, in terms of gender proportion, there are more female than male as shown by 19,417,639 and 19,192,458 respectively.

4.2 Strategic change management

This section consists of information that describes the existence of different of strategic change management in the County governments. To explore these factors, a descriptive analysis was undertaken after which the output was presented as shown below

4.2.1 To establish whether there is strategic change management
Table 4.3: Strategic change has occurred in your county

	Frequency	Percent
Yes	22	62.8%
No	13	37.2%
Total	**35**	**100%**

Source: Research (2018)

The findings on whether there was any change in the County governments are tabulated in table 4.3.This study determined that 62.8% of the individuals who responded indicated that there was change while 37.2% stated that they were not aware of any change. This is an indication that majority of the counties in Kenya have implemented change programs

4.2.2 Triggers of strategic change in your County

This study aimed at ascertaining whether strategic change in the Kenyan county government was attributed to either internal or external factors. The results were as presented in table 4.4 below

Table 4.4 : Main triggers of change

	Frequency	Percent
Internal	12	34.3%
External	23	65.7%
Total	**35**	**100%**

Source: Research (2018)

From the results as shown in table 4.3 above, majority of respondents as shown by 65.7% indicated that change was caused by external factors while 34.3% cited the internal

factors as the main trigger of strategic change This findings agree with (De Wit & Meyer 2010) who purport that an organisation must constantly align itself with the external environment through reacting to external event or through realigning the business in which it operates in so as to survive in the dynamic business environment.

4.2.3 Triggers of strategic change within the organisation

In order to establish the factors that trigger change within the organisation, the respondents were asked to show the main triggers of change in their counties which could either be political, economic, social economic, social cultural, organizational, leadership or employees. The extent to which each of these factors triggered strategic change was established by asking the respondents to tick the extent to which each factor trigger change. The responses as per factor were expressed in a five point Likert scale of **(1- Not at all, 2- Small extent, 3- Moderate Extent, 4- Large extent, 5-To a very large extent)** and the findings presented in table 4.5 below;

Table 4.5: Factors of triggers of strategic change within the organization

	N	Mean	Std. Deviation
Employees	35	3.7143	.95706
Leadership	35	3.6857	.96319
Organizational culture	35	3.6000	1.09006
Economic factors	35	3.5429	.98048
Technological factors	35	3.5143	1.03955
Political factors	35	3.2571	1.03875
Socio-cultural factors	35	2.6857	.96319
Average	**35**	**3.4286**	**1.00461**

Source: Research 2018

The findings as revealed in table 4.4 determined that the respondents agreed to a large extent that employees are a trigger of change within the county governments as indicated

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by a mean of 3.714. The respondents also agreed to a large extent that leadership is a trigger of change as evidenced by a mean of 3.686. The respondents indicated to a great extent that organizational culture was a trigger of change as indicated by a mean of 3.600. The respondents further indicated to a great extent that economic factors were the main trigger of change. Technological were also found to trigger change to a large extent as depicted by a mean of 3.514. Both the political and social cultural factors were found to trigger change to a moderate extent as evidenced by a mean of 3.25 and 2.68 respectively. The overall mean registered was 3.429 implying that on average, all the factors listed are triggers of change in the Kenyan County governments. The standard deviation of 1.00461 implies that the responses all the different attributes were clustered around the mean response. Therefore, strategic change management entails a combination of various disciplines. These findings conform with Macleod (2012) who opined that for successful implementation of organizational change to occur it calls for simultaneous changes in multiple organizational dimensions.

4.3 Determinants of strategic change management

The study aimed at establishing the effect different determinants on strategic change management. The effect of determinants which are strategy implementation, organizational leadership, resource allocation and organizational culture was established by requesting the respondents to tick the extent to which they agree with the various indicators on the determinants. The responses as per determinant was in a five point Likert scale of (**1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly**

agree) and the findings presented using means and standard deviations as shown in the tables below;

4.3.1 Strategy implementation

In order to establish whether strategy implementation influenced strategic change management, the respondents were requested to tick the extent to which they agree with the given sets of attributes related to strategy implementation in the County governments. The responses were expressed in a five point Likert scale of (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree) and the findings tabulated in Table 4.6 below ' '

Table 4.6: Strategy implementation

	N	Mean	Std. Deviation
The county possesses the financial capacity to implement strategies	35	3.8857	.71831
The is County is ready to embrace organizational change that comes about during strategy implementation	35	3.7143	.82503
The human resource has the capability to manage and implement a change process or new strategy	35	3.6571	.99832
The county government's structure gives overall framework for strategy implementation	35	3.5429	.88593
There is great motivation to maintain and support strategy implementation in the County Government	35	3.4000	1.00587
The county government officials' are committed and support the strategy implementation process	35	3.1429	.77242
The county government employs top-bottom communication during the strategic plan implementation process	35	2.7714	.73106
Average	**35**	**3.4449**	**0.84813**

From the findings tabulated in table 4.6 the respondent rating on the different attributes were; the county possesses the financial capacity to implement strategies with a mean of 3.8857 and standard deviation of 0.71831. The County is ready to embrace organizational change that comes about during strategy implementation mean of 3.7143 and standard deviation of 0 .82503, the human resource has the capability to manage and implement a change process or new strategy had a mean of 3.6571 and standard deviation of 0.998. The county government's structure gives overall framework for strategy implementation depicted a mean of 3.5429 and 0.88593 standard deviation. There is great motivation to maintain and support strategy implementation in the County Government registered a mean of 3.4000 and standard deviation of 1.00587. The respondents agreed to a moderate extent that county government officials' are committed and support the strategy implementation process as depicted by a mean of 3.1429 and standard deviation of 0.77242 while the respondents were moderate as to whether the government employs top-bottom communication during the strategic plan implementation process as evidenced by a mean of 2.777. The average mean registered was 3.44 showing that strategy implementation indeed influences strategic change in the county governments. The overall mean of 0.848 shows that the responses were clustered around the mean response. The results agree with Gullick (2008) who stated that the change management process comprises of a set of basic management tasks for instance planning which establishes the organisation's objectives and determines appropriate strategies for attaining them and it's undertaken at every level.

4.3.2 Organisational leadership

In order to establish whether organizational leadership affected strategic change management, the respondents were requested to show the extent to which they agree with the given sets of attributes related to organizational leadership in the County governments. The responses were expressed in a five point Likert scale of (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree) and presented in Table below 4.7 below

Table 4. 7: Organisational leadership

	N	Mean	Std. Deviation
In this county, leaders tend to focus on organizing and monitoring	35	4.2857	.75035
In this county, leaders understand when to change or avoid change	35	3.8000	.71948
Leaders encourage collaboration among employees	35	3.7429	.81684
In this county, leaders tend to be goal oriented, decisive and competitive	35	3.6000	.88118
There exists change oriented leadership in this county	35	3.6000	.69452
Leaders tend to consult with employees and taking into consideration their views	35	3.3143	.71831
Leadership is continuously developed in this county	35	3.1143	.58266
Average	**35**	**3.6367**	**0.73762**

Source: Research 2018

From the findings on the respondent rating on different organizational leadership attributes, the respondents agreed to a large and moderate extent on all the attributes tested. The highest mean was on in this county, leaders tend to focus on organizing and monitoring with a mean of 4.2857 and standard deviations of 0.73035 followed by leaders understand when to change or avoid change with a mean of 3.800 and standard deviation .71948. As to whether Leaders encourage collaboration among employees, a mean of 3.7429 was recorded. Both in these county, leaders tend to be goal oriented, decisive and competitive and there exists change oriented leadership in this county produced an equal mean of 3.600. Furthermore, a mean of 3.3143 was recorded on whether leaders tend to consult with employees and taking into consideration their views while the lowest rated attribute was leadership is continuously developed in this county as evidenced by a mean of 3.1143. The overall mean was 3.6367 implying that on

average, the respondents agree that organizational leadership is fundamental in influencing strategic change management. The overall standard deviation was 0.737 implying that the responses were clustered around the mean response. These findings conform with De Wit and Meyer who argue that change management requires strong leadership to push through risky and stressful shifts in the business (De Wit and Meyer 2010).

4.3.3 Resource allocation

The study examined whether resource influenced strategic change management by asking the respondents show the extent to which they agree with the given sets of attributes related to resource allocation in the County governments. The responses were expressed in a five point Likert scale of (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree) and the results depicted in Table 4.8.

Table 4.8: Resource allocation

	N	Mean	Std. Deviation
Availability of resources influences strategic change management in the county	35	4.2286	.73106
For successful change management process, counties must set aside a considerable amount of resources to support it	35	4.2000	.67737
The logistical capacity of a county influences its strategic change management practice	35	4.1429	.60112
Availability of skilled personnel in the county influences the county strategic change initiative	35	4.1143	.75815
The funds available to the county influence the nature of strategic change management	35	4.0000	.68599
Failure to invest enough in the change management process leads to failure	35	3.8571	.73336
Poorly resource endowed counties face hurdles in the change initiative process	35	3.8286	.70651
Average	**35**	**4.0531**	**0.69908**

Source: Research 2018

The findings show that availability of resources influences strategic change management in the county as depicted by a mean of 4.0714, followed by for successful change management process, counties must set aside a considerable amount of resources to support it as shown by a mean of 4.1443, then the logistical capacity of a county influences its strategic change management practice as depicted by a mean of 4.1I43. The funds available to the county influence the nature of strategic change management registered a mean of 4.000 while failure to invest enough in the change management process leads to failure recorded a mean of 0.68599. The least mean of 3.8286 was registered on poorly resource endowed counties face hurdles in the change initiative process. The overall mean was 4.0531 while the overall standard deviation was 0.69908.

The high overall mean shows that resources are critical in enhancing strategic change in County governments. These findings concur with Denrell (2004) who argues that resources for example technology, brand names, trade contacts, skilled personnel, machinery, efficient procedures and capital form the basis for attainment and sustainability of strong change initiative and high firm performance.

4.3.4 Organisational Culture

The study explored whether organizational culture influenced strategic change management by asking the respondents show the extent to which they agree with the given sets of attributes related to role of organizational culture in the County governments. The responses were expressed in a five point Likert scale of (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree) and the findings presented using means and standard deviations as revealed in Table 4.9 below

Table 4.9: Organisational Culture

	N	Mean	Std. Deviation
All the stakeholders associated with county affairs are never ignored in the decision making process	35	4.8857	0.92754
The county's culture is consistent with the change management strategy	35	4.0000	.64169
In this county, the organisational culture adopted has worked well before and is acceptable for use by new members	35	3.8286	.61767
In this county, we must adhere to the existing strict hierarchy	35	3.6571	.72529
The county's culture is a powerful driving force in implementation of change management	35	3.5714	.77784
In this county, rules must not be disobeyed even if the employee thinks he acts in the favour of the county	35	3.4286	.85011
Reward for success must go to whole department since everyone puts an effort	35	3.4000	.73565
In this county, instructions and regulations are required to govern every process of work	35	3.2857	.75035
Average	**35**	**3.7571**	**0.75327**

Source: Research 2018

Findings on the extent to which organizational culture affect strategic change management among the Kenyan county governments are as depicted in table 4.8. The study found that the respondents strongly agree that the county's culture is consistent with the change management strategy as revealed by a mean of 4.000. The respondents also agree that the county's culture is a powerful driving force in implementation of change management as illustrated by a mean of 3.5714. It was also agreed to a great extent that the organisational culture adopted in the county has worked well before and is acceptable for use by new members as depicted by a mean of 3.8286. As to whether

rules must not be disobeyed even if the employee thinks he acts in the favour of the county, a mean of 3.4286 was obtained. The respondents further agreed to a moderate extent that instructions and regulations are required to govern every process of work in their counties as depicted by a mean of 3.2857 while majority of respondents agreed that they must adhere to the existing strict hierarchy as evidenced by a mean of 3.6571. The average mean response was 3.7571 while the overall standard deviation was 0.75327. These results are in line with those of Schein (2009) who argues that strategic change is influenced by the structure of the organization and culture, especially if the culture is well aligned with the mission and vision of the organization.

4.4 Relationship between determinants and strategic change management

In the quest to examine the association amongst the four independent variables with the dependent variable, the regression model was applied. The independent variables were; strategy implementation, organizational leadership, resource allocation and organizational culture while the dependent variable was strategic change management. The model summary was as shown in table below 4.10 below

Table 4. 10: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666[a]	.443	.369	.56123

Source: Research 2018

a. Predictors: (Constant), Strategy implementation, Organizational leadership, Resource allocation, Organizational culture

The regression results on model summary can be summarized as follows;

R is the square root of R-Squared and is the relationship between the observed and the predicted values of the dependent variable. R-Squared is the proportion of variance in the dependent variable (strategic change management) that can be predicted from the independent variables. The R-square value in the model was 0.443 meaning 44.3 % of the variation in strategic change management could be explained by the four independent variables utilized for the study while the other 55.7% was due to other factors that were not covered in the study.

Table 4.11: Analysis of variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.522	4	1.880	5.970	.001[b]
	Residual	9.449	30	.315		
	Total	16.971	34			

Source: Research 2018

a. Dependent Variable: Strategic change management
b. Predictors: (Constant), Strategy implementation, Organizational leadership, Resource allocation and Organizational culture

Significance test for the model is represented in the ANOVA table under F and Sig columns. These values are employed to establish if the independent variables reliably predict the dependent variable and thus the suitability of the model. The P value of 0.001 compared to the alpha level of 0.05 is lesser meaning that the independent variables reliably predict the dependent variable and thus the model adopted for this study was significant. The significance of the model is further confirmed by the F value of 5.970 which is greater than the F critical value of 2.64.

Table 4.12: Coefficients of Determination

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.151	.738		1.560	.129
Strategy implementation	.192	.164	.233	1.170	.251
Organizational leadership	.175	.139	.279	1.258	.218
Resource allocation	.432	.246	.007	.036	.971
Organizational Culture	.292	.185	.303	1.575	.126

Source: Research 2018

a. Dependent Variable: Strategic change management

From the table of coefficients above, the following regression model was established: -

$$Y= 1.151+ 0.192X_1 + 0.175X_2 + 0.4329X_3 + 0.292X_4 + 0.738$$

Thus, when all factors are kept constant, strategic change management among the Kenyan county governments would be held at 1.151. A unit increase in strategy implementation would result to 0.192 positive improvements in strategic change. A unit increase in organizational leadership holding all other factors constant would lead to 0.175 positive changes in strategic change management. Moreover, a unit change in resource allocation results to 0.432 changes in strategic change management and finally, a unit change in organizational culture results in 0.292 positive variations in strategic change management.

4.5 Discussion of the Findings

In a world of new technologies, shifting demographics, changing economies, changing consumer preferences, reforming governments as well as dynamic competition organizations have no choice but to decide as to which direction to change. Just as living things, organizational change is unconditional. An organization must constantly align itself with the external environment through reacting to external event or through

realigning the business in which it operates in (De Wit & Meyer 2010). This study examined the effect of selected determinants on strategic change management. The selected determinants were strategy implementation, organizational leadership, resource allocation and organizational culture.

From the findings on whether there was any change in the County governments, majority of the respondents indicated that indeed there was change and thus it can be said change must constantly be undertaken to seek better alternatives of utilizing the capabilities and resources so as to enhance the organization's ability of increasing productivity and improve stakeholder returns. These findings conform to Kalshoven (2011) who argues that we live in a world that constantly changes as are the organizations in which we work in. The findings also show that most of the change is attributed to external factors (65.7%) which agree with (De Wit & Meyer 2010) who purport that an organization must constantly align itself with the external environment through reacting to external event or through realigning the business in which it operates in. Various multi dimensional factors such as employees, leadership, organizational culture, socio-cultural factors, technological factors, economic factors and political factors were found to be agents of change as evidenced by an aggregate mean of 3.429 implying that on average and therefore, for successful implementation of organizational change to occur it calls for simultaneous changes in multiple organizational dimensions (By & Macleod, 2012).

From the findings on the influence of the different determinants on strategic change management, it can be deduced that all the different determinants are useful in

determining strategic change. This is as shown by; Strategy implementation 3.44, organizational leadership 3.64, resource allocation 4.05 and organizational culture 3.7511. From the regression analysis model on the effect different determinants on strategic change management, the R square value was 0.443. This implies that 44.3 % of the variation in strategic change in Kenyan county governments can be explained by the selected determinants. Furthermore, at 95% confidence level, the model was found to be significant as demonstrated by a p value of 0.001 (p=0.001) which was less than the conventional 0.05. This therefore implies that different determinants are significant in explaining strategic change.

CHAPTER FIVE: SUMMARY, CONCLUSION AND

RECCOMENDATIONS

5.1 Summary of Findings

The section looks at the summary of findings, conclusions, recommendations, limitations, suggestions for further research.

5.2 Summary of the Findings

This study's objectives were to determine establish the influence of different determinants on strategic change management practices among county governments in Kenya. The study used field data to derive findings.

From the findings on whether there was any change in the County governments, majority 62.8% of the respondents indicated that indeed there was change while 37.2% cited no change. The findings also show that most of the change is attributed to external factors (65.7%) while (34.3%) is associated with internal factors. The means of the findings on the various triggers of change were; employees 3.71, leadership 3.68, organizational culture 3.60, economic factors, 3.54, technological factors 3.51, political factors 3.25 and social cultural factors 2.69. The overall mean registered was 3.429 implying that on average, all the factors listed are triggers of change in the Kenyan County governments. The findings on selected determinants were; strategy implementation, mean of 3.44, organizational leadership, mean of 3.64, resource allocation, mean of 4.05 and organizational culture, mean of 3.7511.

From the regression analysis model on the effect selected determinants on strategic change management, the R square value was 0.443. This implies that 44.3 % of the variation in strategic change in Kenyan county governments can be explained by the

selected determinants. Furthermore, at 95% confidence level, the model was found to be significant as demonstrated by a p value of 0.001 (p=0.001) which was less than the conventional 0.05. The findings show that the model selected for the study was fit for analysis and that the four independent variables combined significantly influence strategic change management.

5.3 Conclusions

From the above findings, the researcher drew the following conclusions:

It is imperative for County Governments to invest in these determinants as this would play an integral role in promoting strategic change. This means that failure by the county governments to promote and facilitate the utilization of the determinants hampers strategic change. This is evidenced by the findings from the regression model analysis where a (P=0.001) was found at 95% confidence level meaning that the determinants studied significantly influence strategic change management.

The study also makes the conclusion that strategic change management in the organisation is mainly attributed to external factors due to many external environmental and thus county governments must continuously react to the external forces by realigning the businesses in which they operate in so as to survive in the dynamic business environment.

The study further concludes that the realization of successful strategic management within an organisation entails the integration of different components and players such as

the employees, political factors, economic factors and technological factors among others which jointly function towards the realization of sustainable and effective strategic change.

5.4 Recommendations

This study's recommendation is that strategic change should involve development of a proper strategic implementation system, a well coordinated organizational leadership, allocation of adequate resources to the strategic change management process and promotion of favourable and conducive culture in the organisation.

With resource allocation being the main factor that enhances strategic change in Kenyan county governments, the management of the different counties and the Kenyan government should allocate more resources to the counties for facilitation of various strategic change management functions. This will make it easy for the management to manage and implement change in the county governments.

The study recommends that County governments should focus on striking a balance between the four determinants which are strategy implementation, resource allocation, organizational leadership and organizational culture so as to enhance strategic change management

5.5 Limitations of the Study

The objectives of the research were achieved but with various limitations. Due to the different scope of operations among the different counties such as the capital base, level

of technology adopted, experience of the staff employed and varying missions, visions and objectives, there was no specific index of measuring the strategic change thus the findings were based on mere judgments of the respondents on the different attributes of the selected determinants.

Because of the confidentiality policy of some counties, the respondents from other counties either did not answer the questionnaires or failed to give all the required information without approval from the legal department. Other counties were completely not reachable. This explains why the researcher was only able to receive a 74.5 % response rate. The research only focused on the county executive committee members and ignored other employees whose role was critical in matters regarding strategic change. This could have left out important information that is vital for the study.

5.5 Suggestions for further research

On the basis of information gathered and the knowledge gained in this study, the researcher has suggested some areas for further research. First, there are many variables affecting strategic change apart from the ones examined. These are; technology, structural transformations, laws, competition, management functions and socio-economic factors. Further research can be done to incorporate these factors.

The scope of the study was limited to the Kenyan county governments. Researchers in other ministries, corporations and organizations or other global countries should be conducted in these jurisdictions to ascertain whether the current study findings would hold

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Introduction

I am a master student at the University of Nairobi currently pursuing a degree program in master of business administration (strategic management option). I therefore request for your information by filling the questionnaire below. I would like to assure you that any information shared here will be for research purposes and will not be used against you in any way. Your participation will be highly appreciated.

Instructions

Please read the instructions given and answer the questions as appropriately as possible. It is advisable you answer or fill in each section as provided. Make an attempt to answer every question fully and correctly

SECTION A: Organizational Bio Data

1. What is the name of your County?..

SECTION B: STRATEGIC CHANGE MANAGEMENT

2. Are you aware of any changes that have taken place in your county?
   Yes   [   ]
   No   [   ]

3. Which of the following are the main triggers of strategic change in your County government?
   External Factors   [   ]
   Internal Factors   [   ]

4. To what extent do the following factors triggers change in the organization? Use a scale of 1 to 5 where 5= to a very great extent, 4= to a great extent, 3=moderate extent, 2=little extent and 1 is no extent.

Factor	1	2	3	4	5
Political factors					
Economic factors					
Socio-cultural factors					
Technological factors					
Organizational culture					
Leadership					
Employees					

SECTION C: DETERMINANTS OF STRATEGIC CHANGE MANAGEMENT
Strategy implementation mechanisms

Please read each statement and put a tick in a box that you believe describes your best feeling towards strategy implementation mechanisms in the county using a five-Point Scale, where 1=Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree . Tick accordingly

	1	2	3	4	5
There is great motivation to maintain and support strategy implementation in the County Government					
The county government's structure provides overall framework for strategy implementation					
The county government officials' are committed and support the strategy implementation process					
The is County is ready to embrace organizational change that comes about during strategy implementation					
The human resource has the capability to manage and implement a change process or new strategy					
The county government employs top-bottom communication					

	1	2	3	4	5
during the strategic plan implementation process					
The county possesses the financial capacity to implement strategies					

Organizational leadership

1. Please tick on the level to which you agree or disagree with the following statements on the nature of organizational leadership 1= To very little extent 2= To less extent 3= To a moderate extent 4= To a large extent 5= To a very large extent

	1	2	3	4	5
In this county, leaders tend to be goal oriented, decisive and competitive					
Leadership is continuously developed in this county					
Leaders encourage collaboration among employees					
There exists change oriented leadership in this county					
Leaders tend to consult with employees and taking into consideration their views					
In this county, leaders understand when to change or avoid change					
In this county, leaders tend to focus on organizing and monitoring					

Resource Allocation

2. Please tick on the level to which you agree or disagree with the following statements on the influence of resource allocation on strategic change management 1= To very little extent 2= To less extent 3= To a moderate extent 4= To a large extent 5= To a very large extent

	1	2	3	4	5
Availability of resources influences					

strategic change management in the county					
Availability of skilled personnel in the county influences the county strategic change initiative					
The funds available to the county influence the nature of strategic change management					
The logistical capacity of a county influences its strategic change management practice					
Poorly resource endowed counties face hurdles in the change initiative process					
For successful change management process, counties must set aside a considerable amount of resources to support it					
Failure to invest enough in the change management process leads to failure					

Organizational culture

3. Please tick on the extent to which you agree or disagree with the following statements on the nature of organizational culture 1= To very little extent 2= To less extent 3= To a moderate extent 4= To a large extent 5= To a very large extent

	1	2	3	4	5
The county's culture is consistent with the change management strategy					
The county's culture is a powerful driving force in implementation of change management					
In this county, the organisational culture adopted has worked well before and is acceptable for use by new members					

In this county, rules must not be disobeyed even if the employee thinks he acts in the favour of the county					
In this county, instructions and regulations are needed to govern every process of work					
In this county, we must adhere to the existing strict hierarchy					
In this county, one needs to control spending of resources strictly to avoid loss of control					
All the stakeholders associated with county affairs are never ignored in the decision making process					
In this county, during conflict, everybody tries to solve it quickly for the organizations' benefit					
Reward for success must go to whole department because everyone puts an effort					

APPENDIX 11: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE 03|10|2018

TO WHOM IT MAY CONCERN

The bearer of this letter DOUGLAS OKETD BOSIRE

Registration No. D61|87809|2016

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.

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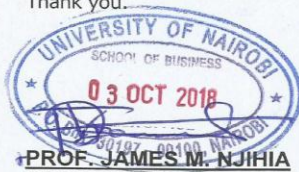
PROF. JAMES M. NJIHIA
DEAN, SCHOOL OF BUSINESS