

**CHANGE MANAGEMENT AND ORGANIZATIONAL  
PERFORMANCE AT ELDORET WATER RESOURCES  
AUTHORITY, KENYA**

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## **DECLARATION**

I declare that this research project is my original work and that it has not been submitted in this or any other university for examination.

Sign.  .....

Date...30<sup>th</sup> August 2021...

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This research project has been submitted for examination with my approval at the University supervisor.

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## **DEDICATION**

I dedicate this proposal to my parents and siblings who have been standing with me and my source of encouragement throughout my academic journey. Their moral and financial support during the period of preparing this research proposal is very much appreciated.

## **ABSTRACT**

Most institutions have continued to face an increased pace of the rate of change over the past five decades as occasioned by advancing in technology, organization dynamism and changing legislation driving need for strategic change and realignment of organizations. This has equally affected Eldoret Water Resources Authority in Kenya, leading to initiation and implementation of a number of strategic changes. Despite this, the effect of change management on organization performance has not yet been clearly explained. This study therefore, established the effect of change management on the performance of Eldoret Water Resources Authority in Kenya. It was guided by the Kurt Lewin Change theory, John Kotter's change theory and Stakeholders theory. The study adopted a case study research design, collected primary data through interview of departmental managers of the authority. The study employed content analysis, in which verbal responses were categorized, classify, summarize, and tabulate for analysis. The qualitative analyzed result showed the organization has experienced change management in technological process, organization structure; enactment of Water Act 2016, changes in top management, and automation of processes. Further result indicated stakeholder key roles in the change management process are in helping in the accomplishment of the organization objectives; key stakeholders of the organization are the community members, Water Resources Users Association, County Commissioners Office, County Government, NEMA and Kenya Forest Services. Result for drivers of choice of strategic planning are need to achieve the set goal of the organization; need to aligns its functions, increase operational efficiency and achieve a proactive organization rather than reactive among others. Additional result indicated strategic planning is proactive and has enabled achievement of set objectives; successful implementation of the strategic plan; achievement of competitive advantage within the organization; set up a sense of direction for the organization; and ensures successful implementation of the strategic plan. However, results on strategic change implementation challenges were resistance to change, operations alignment and expertise requirements and options to address them were teaching employees on the need to accept change; sharing positive results on introduction of change; involving employees in change planning; among others. The study concluded that change management process has positive effect on organization performance. The study recommends the management to enhance stakeholder engagement and strategic management of the authority.

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## **ABBREVIATIONS**

WRA - Water Resources Authority

WRMA - Water Resources Management Authority

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Most institutions have continued to face an increased pace of the rate of change over the past 50 years by advancing in technology from as early as 1960s and most recently due to supply chain globalization. Previous thinking on the change management study showed information technology playing great role in implementation. It is important to note that in the recent past most organizations have stressed and embraced the role of change management in their operations (Suboet *al.*, 2013). Johnson and Scholes (2002) view change management as measures apprehended by an organization to overcome environmental dynamics so as to achieve its purpose. Change can be caused by environmental dynamics, organizations and people who work within certain environment. Most changes are caused by PESTEL factors. Each of the factors influence on the business environment simultaneously. Hill and Jones (2001) suggest need for change, what hinders change, executing the changes and analysing the change when they address change management. Changes in the environment bring different requirements in the organization. Managers and leaders in general should gain skills and expertise in recognizing the need for change. Each manager and leader should be able to read some signs of need for change within the environment. Those who recognize easily and take precautionary measures may succeed in preparing their organization to accommodate change. According to Ndahiroet *al.*, (2015) change can only become successful when people are focused and fully committed to its planned outcomes.

The study is guided by Kurt Lewin change theory, stakeholder theory and John Kotter change theory. Kotter (1995) proposed that in order to successfully introduce leading change there are eight steps that has to be passed. According to Kotter; a team of change management should be formed composed of qualified and capable people, Identify the vision required to be attained based on the vision of the founder, communication between the managers and implementer's of change so that it is understood well what is required in change management, implement plans that were made and get things moving, focus on short term goals to measure step by step success, practice persistence, resilience and steadfastness in the face of difficulties. Improve on the change and initiate urgency. Kurt Lewin comes up with a change representation of unfreezing, changing and refreezing. The theory developed by Dr F Edward Freeman sheds light on the organization management and ethics. It's also referred to as Stakeholders theory.

Eldoret Water Resources Authority in Kenya is a state corporation established by Water Act, 2016 under section 11. The Authority is mandated to guarantee adequate water for every individual at present time and in the future by ensuring Water Resources Authority has proper control of the management and used of the water resources. WRA has encountered challenges from administration matters to water service providers. The challenges the institution has faced caused the need for this study.

### **1.1.1 Change Management**

Change management has been a well-researched field in organisational theory in the previous years. Currently, it contains an adverse body of literature which has acquired a lot of attention by managers and the consulting industries (Rex, 2010). The managerial way of running the organisation differs from how an operator controls and operates

machine systems. Similarly, multi-philosophy approach stresses on the need to exempt perspective about opposing values, and replace them with an appreciation of complementary concepts. The paradox between change stability and order flexibility do not need to be defined as unidimensional choices. Reliability can be important in a complex environment in order to create new paths for innovation (Graetz, F. *et al*, 2010).

Change management in most cases has been related with the organization's response and competitiveness to environmental changes. Changes usually take place as a result of the need for organization's exploitation of the existing or opportunities emerging and dealing with the existing market threats (Wachira *et al*, 2015). According to Tayel, J. (2020) most industries have been experiencing transformational program that will gear towards growth and creating a competitive environment on their businesses.

Strong, focused and visionary leadership is required to change business management program by instilling different skills, knowledge and expertise. These abilities will enable a program manager to succeed in driving a program.

### **1.1.2 Organizational Performance**

Performance of an organization has been gaining a significant impact on the organization's actions. Some of the effects being the increase of various means and methodology to measure accurately the performances. The performances comprise of two important categories such as the first one that deals with achieving and accomplishments in the past as a result of actions in the past. The second category is the future performances' predictions and inferences based on current actions (Hashem, 2015).

Variegation and increased complexity of enterprises of both national and multinational organizations have yielded remarkable changes in the formulation and wisdom of their foundation and operations. Most of organizations if not all are in a continuous search for good performances. They prefer to get good performance or to improve on their performance as compared to previous results, or more often than not, to compute the acquired level of performance. In this perspective, it seemed the need for a reconsideration of new organizational performance. Since it is naturally polysemantic, performance turn out to be an idea which is difficult to differentiate since the associated explanations are mostly too specific or too general, difficult to understand or even too abstract. Theories and practices in the performance management field demonstrate the effects of both internal and external parameters in understanding and definition of performance. The goal of any organization is to achieve both economic and financial balances to ensure that the needs of the customer needs satisfied. Analysis of the performance must be done and closely defined to compare with objectives targeted. As an organization objective are uncertain, volatile and contradictory. Performance is an occurrence which is very subjective (Ion Elena *et al*, 2013).

### **1.1.3 Eldoret Water Resources Authority, Kenya**

According to the vision 2030 Water Resources Group Report (2013), Kenyan landscape is somehow contrasting. In East Africa, Kenya is the home to most of the greater water towers and about 90% of the country is both arid and semiarid. Patterns of rainfall both annually and across the seasons are highly variable and unpredictable. Due to the climatic changes this challenge is more likely to be more exacerbated. Locally for the economic development water challenges is a limiting factor in arid areas but as well as in more

water rich parts where intensive economic water activities have rapidly grown, for example Naivasha, Nairobi and the northern part of Mt Kenya. It is highly likely that in future water demand is expected to increase very rapidly, majorly in the development plans of ambitious agribusiness in the Country. Water is categorized as a very essential input to the Kenyan's diverse and liberal economic activity whether agriculture, industry, energy production, or wildlife tourism and also safe water and sanitation access is very essential for the health and welfare of Kenyan's over 40 million people. Therefore, the management of water resources is very critical and important for the economy, society and environment.

## **1.2 Research Problem**

In strategic management, monitoring and control of water points among communities have shown increasing demands for water by developing and implementing change management practices WRMA (2017). They further noted that change management practices together with water quantity monitoring for both surface and ground water, including rainfall, has more or less remained at low performance of below 70% over the years. The Authority has therefore undergone through a series of organizational transformation which involves its restructuring of its structures and functions as stipulated in Water Act 2016. Despite the fact that change management practices are implemented at the Eldoret Water Resources Authority, the performance of Eldoret Water Resources Authority, Kenya has remained a challenge. This is due to challenges associated with water resources data collection and vandalism of water resources monitoring networks and equipment's. This includes workable arrangements for



consistent stakeholder's involvement and strategic plans service provisions to management issues among others.

Studies by Okenda *et al.*, (2017) on how change affects the performance of an organization with a case study on the Ministry of Water, Environment, and Natural Resources established that engaging employee in the analysis, design, construction and development of information system and training of the employees on how to use information system enables them to improve their performance. Khatoon *et al.*, (2016) studied the effects of organizational change on its performance and research indicates that organizations where strategies are controlled by top management makes the other managers in the organizations feel motivated and most satisfied with the performance levels of their organization.

It can therefore be noted that most studies have been conducted on change management on organization performance on different organizations and they specifically based their arguments on the employee performances.

However, little study has been undertaken to find out the effect of change management on organizational achievements. This is focused in Eldoret Water Resource Authority, Kenya. Therefore, to bridge the gap, this research seeks to assess the effect of change management practices on the performance of Eldoret Water Resources Authority in Kenya. It was on this premise that this study seeks to address the question: What will be the effect of change management on the performance of Eldoret Water Resources Authority in Kenya?

### **1.3 Research objective**

To establish the effect of change management on the performance of Eldoret Water Resources Authority in Kenya.

### **1.4 Value of the study**

The findings from this study would be valuable to policy makers of Eldoret Water Resources Authority Kenya. The finding could guide development of policies that govern and regulate activities at water resources organisations located at various towns in the country. The government as the overall regulator could immensely employ the policies to regulate management of water resource in the country.

The findings of the study would also be useful for managerial practice at Water Resources Authority. Managers of the organization could benefit from the study on how to make future strategic changes, manage the changes and the outcome of change in the organization. From the gathered information, managers of water institutions would highly benefit. The government and other stakeholders would also understand the need for advancement of change management to ensure effective service provision and excellent work performance in the institutions.

Academicians in the field of strategic management will be able to identify and advance on knowledge gaps from the study. A rich literature review can therefore be built in the field of strategic management. The researchers would gather adequate knowledge on how change management affect organizational performance. The study also identified gaps in research in the area of change management and performance of organization which could call for more investigations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section encompasses theoretical foundation that relate to the research which entails Kurt Lewin's change management three step model, Stakeholders theory and Kotter's Model Theory. The chapter will also provide a discussion on the empirical studies conducted with respect to variables of this study as well as pointing out the research gaps to be addressed in this study depicting a conceptual framework.

#### **2.2 Theoretical Foundation of the Study**

This research was anchored on Kurt Lewin Change Theory Three Step Model, Stakeholders theory and Kotter's Model Theory as discussed below.

##### **2.2.1 Kurt Lewin Change Theory Three Step Model**

The dynamic environment that brings about change has taught us that there is constant need for individuals and organizations to manage the coming change. Change cannot be stopped it is always present. Kurt Lewin change management model consists of three stages unfreeze, change and refreeze. Lewin used water as an analogy in following stages of change. If you want to change a square shape of ice into round ice you have to unfreeze then change or pour into round containers, then refreeze. In organizations where change is required current structures should be dismantled arranged in a desired manner and institutionalized as permanent structure.

In every organization change management is very important for it to survive and succeed in this highly competitive business environment. According to Lewin changes cannot be sustained unless there are group norms and routines that are also transformed. Changes in organizational strategy, customs, values, tradition and norms regularly require refreezing in organizational terms (Sarayreh, 2013).

### **2.2.2 Stakeholders Theory**

Stakeholder theory states that an organization is managed by concepts and morals that are of business (Freeman and Phillips 2003). Individuals who are concerned with undertaking of the organization are called stakeholders (Friedman 2007). Stakeholders are people who influence the accomplishment of an organization objective. Stakeholders relate in a company through various varying methods.

Friedman (2006) identified stakeholders as clients, employee, surrounding community plus shareholders, suppliers and distributors. Organization key purpose according to stakeholder theory is equalizing anticipations of operating activities by stakeholders (Ansoff 1965). Most important feature of this theory is influenced by team members plus an entity that portray a firm's management (Clarkson 1995). Furthermore, it's beneficial since financing is through risks as a result of the functions of the organization. A number of authors have recognized how stakeholder theory has been restrained. This theory did not indicate stakeholders that are silent and not present Capron (2003).

Melé (2018) outlined various strengths of stakeholder theory. First maximizes shareholder value, it also considers its passion and rights. Second it has looked into tangible interests through visualizing roles to organization functions (Melé 2018).

Shareholder theory centralized structures that have been accommodated by organization managers that have enabled organizations to endorse concepts and morals that have helped manage the organization.

### **2.2.3 John Kotter's Change Theory**

The theory was proposed by Kotter (2007). It states that in order to have a successful change in an organization there is need to manage it (Kotter, 2007). This is among the best management theories when it's put into place. The theory will be established on a solid foundation conveying information, empowerment and a focal point. When the changes have been put together the new ways should be entrenched to avoid the old habits from recidivism (Stragalas, 2010). The theory assumed that a sense of urgency for change is what motivated people to get things done. Opportunities that should be made use of should be evaluated. Sincere deliberations should be made with stakeholders including requesting for their support. (Finkelstein, 2009).

It also involves forming a powerful guiding coalition that convinces people that it is important to have change. A team of dominant people should come together to head change. The team must be comprised of positive visible role models ready to offer proactive explanations of the need of change (Stragalas, 2010). Remember strong leadership is necessary to bring credibility to change.

This theory was criticized since it lacks a clear vision that is realistic, well-focused, attainable and easy to communicate. Change can be achieved successfully when there is a comprehensible vision that will help govern the changes. A clear plan helps people to understand why they are being asked to do something as it makes more sense.

It communicates the change for vision within the organization. The plan within the organization will be used to make daily decisions and answer issues so that it can be in people's brain (Kotter, 2007). Ways of communicating the new vision and strategies will be put in place example through formal and informal convergence. Employees can be empowered through conveying logical plan, building systems, coordinate facts and personal structure to the plan (Anderson, 2010).

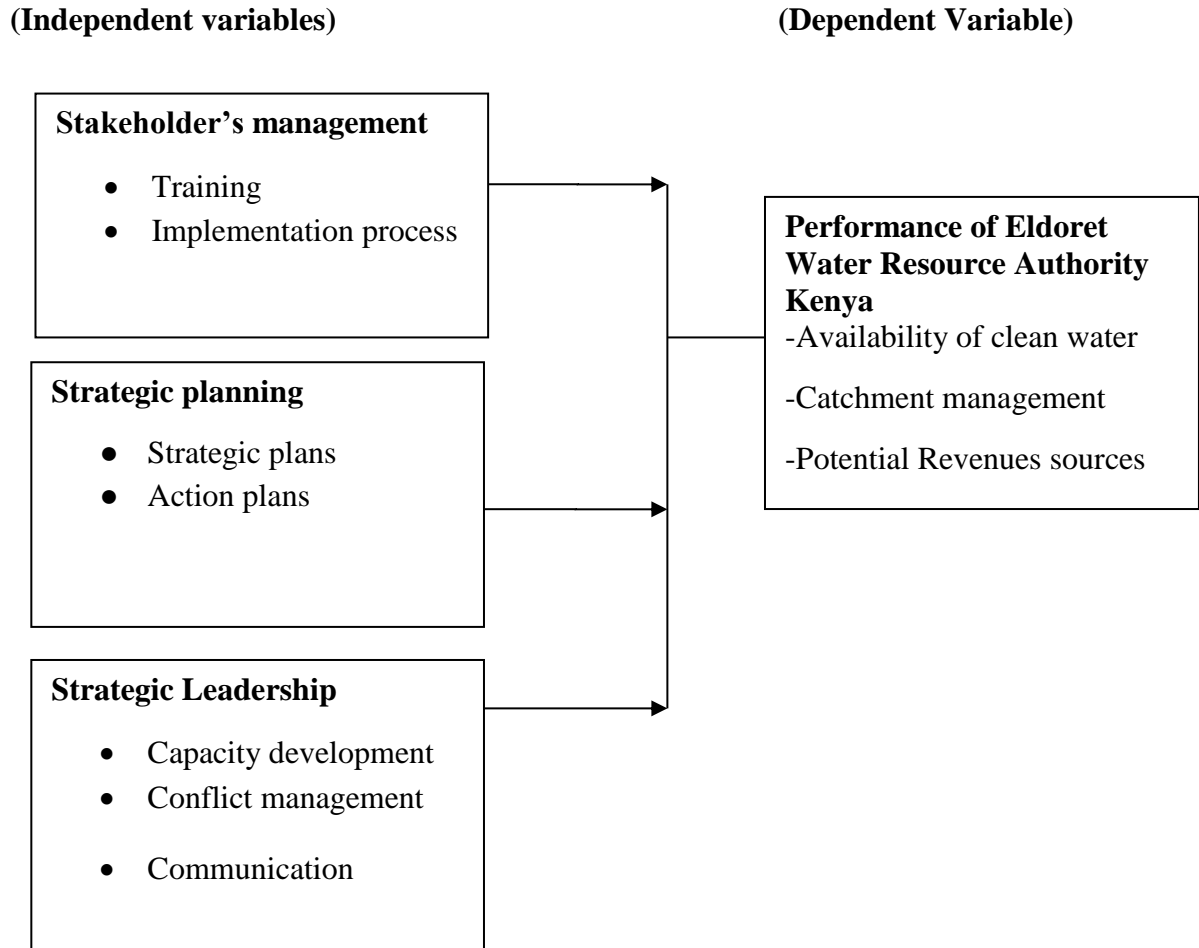
Item powers others to act towards organization vision. Identify and remove any obstacles such as individual resistance to change that might hinder change to occur. This helps to empower people needed to execute the vision and move change forward. Theory cannot plan and create short-term wins to overcome resistance and build momentum. There should be noticeable improvement when creating wins, when these small targets are achieved; the change team and entire staff are further motivated to work harder (Kotter, 2007).

The relevance of the theory is that it then encourages employee empowerment and strategic vision. Credibly change of system structures and policies that do not fit a transformation vision. The theory enables people to institutionalize new approaches and make them part of the core of an organization. Efforts are made to ensure change is visible within all aspects of an organization. Organization leaders support change to this theory based on strategic change action and recognition on the basis of the circumstance of the analysis.

### **2.3 Conceptual Framework**

The conceptual framework guides this study. This study conceptualized on the influence of change management practices on performance. The framework shows the relationship

of variables of this study. The independent variables are stakeholders' management, strategic planning and strategic leadership. The dependent variable of the study is the performance of Eldoret Water Resources Authority, Kenya as shown in Figure 1-



There are three independent variables: strategic planning, stakeholder management and strategic leadership and the dependent variable on performance of Eldoret Water Resources Authority Kenya. On Strategic Planning, will examine strategic plans and their

action plans of the Eldoret Water Resources Authority, Kenya and how they influence performance.

On stakeholders Management it is consider training of personnel such as board members and top management measures put in place to manage the changes and how they influence performance of Eldoret Water Resources Authority, Kenya.

On strategic leadership we consider the role of capacity building of leaders and employees towards change management, the methods of management and communication of change policies in managing change in Eldoret Water Resources Authority, Kenya.

Performance of Eldoret Water Resources Authority, Kenya indicators parameters include clean water, wetland protection, potential revenue and water availability.

## **2.4 Empirical Literature**

This section discusses the related studies undertaken by researchers thereby identifying knowledge gaps to be addressed by the current study.

### **2.4.1 Stakeholders Management**

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



organizational needs. It is a dynamic process of strategic management on competitive advantages.

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

Chandler (2011) examined the mediating effect of stakeholder's management perspective on organizational support in Malaysia. The study found that stakeholder management supports organizations through trust, justice and enhancing performance. Further, it is indicated that strategic change management is integrated with different stakeholder management opinions in most organizations. It creates positive conditions that enhance strategic change management on organizational support. Stakeholder management plays a role in creating strategic decisions for enhancing competitive fences in knowledge valuations. The knowledge and employees' skills are guarantee to what stakeholder affirms about management.

Gitonga and Kamure (2014) noted that stakeholder's management influences management inefficiency in most public institutions. There is need for strategic change process to incorporate stakeholder's ability to improve performance. Management of

firms has widely researched by different stakeholder's plans but laid the focus on strategic management aspects. Fundamental strategies are processed and changed by the comments of stakeholder's management views on performance outcomes. Performance contracts are based on stakeholder interest reforms with an aim to investigate efficiency and effective management teams. The government increases delivery of services to the public institutions, but modality of strategic management becomes difficult to achieve goals.

#### **2.4.2 Strategic Planning**

Gitonga M & Kamure, (2014) stated that strategic planning within organisations originated between 1960s and 1970s and it gained popularity. Its popularity made people to believe that it had the solution to all problems. Hence, strategic planning can be defined as a directive taken by an organisation to strategize about its future and come up with a roadmap to direct the organisation from its initial state to the desired future (Ricondo & Associates, 2009). Strategy can also be defined as the science of planning and issuing direction to a variety of military operations of shifting forces into profitable positions contrary to its actual engagement with the enemy (Stark, 2006).

Strategic planning therefore is identification and steering towards a desired future. It can also be defined as the process of coming up with realistic goals and objectives and implementing them (Strickland, 2003). Moreover, strategic planning aims to explore new, different and desired opportunities of the future contrary to long range planning which tries to optimise for tomorrow the trends of today (Ricondo & Associates, 2009). However, we have a different understanding of strategy as applied on management which has been transformed, and aims to achieve a competitive advantage within the business

sector. Thus, it proves a roadmap to the company, commonly known as strategic management in financial strategies, human resource strategy in information technology deployment and to come up with marketing strategies (Sekhar, 2009).

Desired objectives, good work relationship and core competencies can be obtained through good strategies put in place. Core competencies must be reasonable with a competitive advantage. Furthermore, it should be diverse, unique and not rigid so that it can fit into future changing circumstances. A strategy is built on values and purpose and should satisfy the necessary conditions quickly, effectively and sufficiently (Dettmer, 2003).

According to Anderson (2010) changes will have a major impact on business operations, innovation, technologies, growth, and employees reward system. Majority of those employees will tend to return to look into new and desired ways of being rewarded and rewarding. Currently, in both the private and public sector, steady changes can already be witnessed with the advent of performance related pay. Most of the changes that occur are directed by four concerns (Guest, 2003). The first is cost, where it's perceived that the current system is extremely expensive for companies that must conserve resources to fairly reward for their efforts. The third is productivity; most organisations are into adapting a beneficial system that motivates improved performance for employees. The fourth pressure from the entrepreneurs, companies are informed that the current system hardly reward entrepreneurs for their good work.

Therefore, strategies are the backbone of organisation functioning whatsoever, most organisation have developed good working strategies (Hax, 2009). The idea of strategy implementation is perceived quite straight forward. A strategy is firstly formed then its

implemented in the country converting the strategies into action is even more challenging and complex hence not as straightforward as many assumptions. Implementation of strategies has always remained a pillar however most organisations have failed to implement.

Currently, most organisations face unpredictable changes that make it even more difficult for implementation of strategies to take place than it was in the past. According to research only 80% of organization managers have a firm belief that they have good strategies but only 14% believe that they implement the strategies quite well (Sirkin, Keenan, & Jackson, 2005).

Researchers such as Marksberry (2012) have cited that quite a number of problems in the strategy plan to be implemented included inability to motivate employees, failing to follow the plan, lack of proper communication, and misinterpretation of strategies. In addition to that, poor system, structures and inappropriate distribution of resources and sharing of responsibilities and unpredictable environmental factors have also been mentioned as some of the problems.

Traditionally, plan making was viewed as essentially top down exercise and the rest of the organization was seen as concerned with implementation, so organizations design was seen as a means of top down control. The early 21<sup>st</sup> century is characterized by important changes that are influencing the way that people are thinking about these organizational issues and how they are being lived out in practice (Johnson, et al., 2007).

### **2.4.3 Strategic Leadership**

Strategic leadership is the ability to manage a firm in order to predict, expect, be flexible and be able to provide others with generative strategic change and a predictable future of the firm (Kjelin, 2009). He further states that a visionary leader must have the ability to look into the future of the organisations both internally and externally. According to Finkelstein and Hambrick (Finkelstein, 2009) the downfall of most businesses is as a result of poor leadership which stems from inability of those employed to follow the vision of the organisation, lack of recognition of possible threats, lack of confidence in managing external business environment, inability to separate the organisation needs and personal needs, assumptions that they are able to tackle all problems arising, demoting staff that have a different opinion, underestimation of problems that have occurred in the past. Strategic leaders have the following five practices, ability to determine strategic purpose and have an excellent vision towards resource management of resources, introduction and nurturing a good culture in the firm, putting into account ethical considerations and able to draw a line between financial and strategic controls (Nthini, 2009).

In order to improve a firms and organisation performance leadership change has proved to be implemented (Sang and Korir, 2017). Sang and Korir go further to state that key decision makers are leaders and they tend to establish the development and acquisition of the organisation resources, also the conversion of resources into meaningful products that are of value and the contribution of valuable into organisational stakeholders. Furthermore, they bring sustainable additional value to the firm and competitive advantage (Rowe, 2001). Studies have continued to underscore the need to understand the

relationship between performance, leadership styles and between strategies and how to change this in line with changing ethics (Gitonga M & Kamure, 2014).

Strategic leadership change has also come to be a solution to the competitive environment, drastic change or decreased resources and increased staff expectations as a way of achieving more performance (Neely A, 2006).

Crespi (2003) in an earlier study had indicated perspective and behaviour towards change of leaders has drastically aligned the operations of small firms and have become influential on the organisation and general performance. Therefore, leadership change, which is in light with managerial behaviour and action is paramount in ensuring the success of a firm (Avolio,1999). Sang and Korir (2017) highlighted that to have a successful firm, management practices and business strategies must be able to align themselves with the owner style of leadership.

Through change leadership the organisation can be able to achieve its set objectives more efficiently easily connecting the job performance to its rewards and ensuring that the resources are enough for the employees to achieve the job objectives (Kyongo, 2017). The current global competitiveness and new business environment requires more than just traditional styles which involves accidental supplementing and management by exception, to designs that are more psychological stimulating (Avolio,1999).

Moreover, leadership change creates a strategic vision communication that vision through proper modelling and use of parable; model the vision by failing to match the behaviour with the norm and acting continuously towards the broad vision (McShane, 2000). The

study therefore, proves that leadership change will amount to commitment, togetherness, desire and great accomplishment in new environment.

Leaders who run organisations should therefore establish the type of changes essential in order to adapt to the growing demand of its internal and external environment. Further, organisation change is frequently known to create changes that affects its system, people, culture or the whole organisation (Gitonga & Kamure, 2014); therefore, its strategic management of necessity.

Past studies and literature analysis have highlight that leadership change has immense positive impact on individual performance and the overall organisation (Howell& Hall-Merenda, 1999). Research studies have shown there is a positive impact between leadership change and the individual and the firm output (Kyongo, 2017; Avolio, 1999; Locke, 1996). Yet the adoption of strategic leadership change is yet to be fully understood.

#### **2.4.4 Organizational Performance**

Several factors such as availability of staff commitment and dedication of the employees have influenced staff at Eldoret Water Resources Authority in Kenya (Ndahiro, 2015). The support of employees, availability of water resources, financial stability and standard of living influence employee's performance. In Kenya, it has been observed that socio-economically disadvantaged areas get lower service delivery. The various practices pertaining requirements also influence performance (Chandler, 2011).

This has long interested researchers investigating Eldoret Water Resources Authority in Kenya accomplishment. Studying predictors of achievement in economically

disadvantaged samples living primarily in biological families, confounding genetics and environmental influences are often how its effects are addressed (Chandler, 2011). This often highlights on individuals and families; it's perceived more aggregated than single family in relation to water resources achievement implies that people together with clean water. In some regards this can be painted as true since children acquire similar influence from their immediate family and their environment. Therefore, it can be seen that the community influence act as a pillar and has the potential to impact on the wider population, despite its effect at an individual level. This but has of research has increased the curiosity of researchers and therefore increased investigation on performance outcome (Johnson et al, 2007).

## **2.5 Review of related literature**

From the above research findings, many authors believe that strategic change management is essential for organizations as it enhances productivity and competitive advantage. Though much has not been said about its influence on Eldoret Water Resources Authority in Kenya performance, the information available can be used to make meaningful conclusions. Research has been carried out regarding change regulation strategies both in public organizations and other industries. For instance, Mwangi (2009) examined strategic change management on the performance of public organizations. Changes should be made frequently in the organization for it to have good achievement. However, this study only concentrated on public organizations yet all sectors in Kenya are faced with same challenge of execution. The gap of this study is on change management practices and its achievement. This study needs to fill the gap.



## **2.6 Summary of the Literature Review**

This chapter summarizes findings from previous research on strategic change management. Many authors relate to the topic in one way or another. Clearly, change management continues to be of interest for researchers as we can see recent research still being done on the same in recent years.

## **2.7 Research Gaps**

Griffins (2009) concentrated more on research-based administration. Burner (2013) focused on the challenges of the environment that organizations face. Rose and Lawton (2010) Observed how unavoidable change has become to organizations. Pierson and Mairura (2019) highlighted on how firms respond to unstable public sectors. This observation on influence of change management policies and the effect of organizational performance is inadequate. This study plan to fill this knowledge gap.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology provides the road map for this study. It discusses the research design, the data to be collected and lastly how to analyse the data.

#### **3.2 Research Design**

Research design is a plan, structure and strategy of investigation outlined to obtain answers to research questions. The plan is a complete scheme of programme of the research. Moreover, it also entails an outline of what will guide the researcher, from writing down the hypothesis to the final analysis of data (Yin, 2004). Similarly, highlights the correlation between variables from hypothesis to the survey of the data (Kerlinger, 2007).

Case study design was used in the study. Yin (2014), states that a case study is a study which is mostly used in real life and contemporary setting. To carry out a case study in an organisational research, various sources are used in data collection because of the vigorous nature of the organisation (Firzgerald and Sue 2009).

#### **3.3 Data Collection**

Kombo and Tromp (2013), data collection process targets to either agree or disagree with some facts. The method adopted in this study to collect data involved the use of interview guide to gather raw data. The researcher collected primary data through interviews of bank management staffs.

### **3.4 Data Analysis**

It is a procedure of restoring order, then organizing and making it significant to the group of collected data (Mugenda & Mugenda, 2009). Data that is analysed is interpreted according to the research question, purpose, hypothesis and theory. Since the study gathered qualitative data, it employed content analysis, which entailed the process of categorizing verbal or behavioural data to classify, summarize and tabulate the data (Mugenda & Mugenda, 2009). Interviews results were analysed, tabulated and presented in frequency tables and explanation of the findings based on themes.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATIONS INTERPRETATIONS AND DISCUSSIONS

#### 4.1 Introduction

This chapter provides an analysis, presentation, interpretation and discussion of the data collected from the respondents. The chapter organisation follows the structuring of the interview guide as guided by theme of the study objective.

#### 4.2 Background Information Results

The interviewee results of background information were analysed on three characteristics namely gender, department and how long she/he has worked for the organisation. The study identified codes and their corresponded response grouping and summary are presented in Table 4.1.

| S/No. | Element Coded | Codes             | Responses | Percent      |
|-------|---------------|-------------------|-----------|--------------|
| 1     | Gender        | Male              | 4         | 44.4         |
|       |               | Female            | 5         | 55.6         |
|       |               | <b>Total</b>      | <b>9</b>  | <b>100.0</b> |
| 2     | Years worked  | Less than 5 years | 1         | 11.1         |

|  |  |                      |          |              |
|--|--|----------------------|----------|--------------|
|  |  | Between 5 - 10 years | 3        | 33.3         |
|  |  | Above 10 years       | 5        | 55.6         |
|  |  | <b>Total</b>         | <b>9</b> | <b>100.0</b> |

Findings from Table 4.1 shows majority of interviewed respondents were female (55.6%, N=5) while male gender were 44.4% (N=4). Further result showed majority of respondents have worked for the organisation for more than 10 years (55.6%, N=5), while 33.3% (N=3) and 11.1% (N=1) had worked for between 5-10 years and less than 5 years respectively. These findings implied respondents were well experience of the organisation operations thus provided reliable responses to interview questions.

#### **4.3 Change Management and Organisation Performance**

The study purposed to establish the effect of change management on the performance of Eldoret Water Resources Authority in Kenya. Three constructs - namely stakeholder management, strategic planning and strategic leadership - were developed to assist in analysis of change management. The primary qualitative data was obtained through interview of top managers of the organisation. The collected qualitative data was analysed using content analysis. The analysis involved three processes as follows: categorized or classified verbal data (responses) based on study elements to be coded, summarize responses according to code and tabulate the data. The results are discussed below.

### **4.3.1 Stakeholder Management and Organisation Performance**

The interview questions to assess the effect of stakeholder's management were capture in Part B of the interview guide. The first question intended to analyse the major changes the organisation have experienced in the past 10 years, and how were these changes managed. From the interview data, the categorized changes showed all interviewees were in agreement with the following as changes that have occurred in the last ten years: technological changes; restructuring of the organisation structure; enactment of Water Act 2016; renaming of the organisation from Water Resources Management Authority (WRMA) to Water Resources Authority (WRA); changes in top management; and Automation of the organisation processes.

Further results also showed technological changes eases employee's workload and increase efficiency and effectiveness at work place; restructuring of the organisation structure and functions was informed by the implementation of Water Act 2016. The implementation of Water Act 2016 necessitated the change of name of the organisation from Water Resources Management Authority to Water Resources Authority; created new responsibilities and functions together with regulations; allowed the community more powers and responsibility in Regulation and management of Water Resources; and the decentralized services closer to the community or at grass root level.

Regarding changes in the organisation top management, interviewees were in agreement that this has resulted to positive changes including having lean staff and capacity building of technical team, emphasis on community involvement and participation in regulation and management of water resources; a bottom-up approach to decision making.

Interviewees also observed change in information systems (IS). It has helped in supporting the daily operations of the organisation and at the same time administration matters. For instance, one of the interviewee singled out that

*...at the water rights department one can send client a message via permit database which was not there before. In addition, automation of weather stations has enabled the coverage of water levels and weather stations, capturing of wind speed and wind direction, rainfall, evaporation rate among others...*

The second code element analysed roles the stakeholder play in the change management process. Interviewees observed that organisations' stakeholders help in the accomplishment of the organization objectives. Specifically, they are involved in the WRA mission to effectively regulate the management and use of water resources in partnership; involved and participate in the change management process; communicate by mobilising the community to determine the success of change management; and help in the implementation of change in the organisation.

The fourth code element analysed whether the organisation do conduct stakeholder analysis to determine the influence and power of a stakeholder during change management process. Interviewees were all in agreement (100%, N=9) that they indeed do conduct stakeholder's analysis. One of the interviewees observed *intra alia...analysis is done on a quarterly basis to oversee the implementation progress...* in addition influence and power are managed by top management such that the departments only oversees and reports on progress of implementation. Further results also indicated stakeholder's analysis is done to determine who are the key stakeholders to work with very closely in water resources regulation and management like the community members,

Water Resources Users Association, County Commissioners Office, County Government, NEMA, Kenya Forest Services, among others.

The study was also interested in identifying what factors influence the extent to which the stakeholders are involved in managing the change process. Interviewee's response to this question indicated it is critical to involve stakeholders so as to enhance success of change process; to achieve the organization objectives; create stakeholder's awareness - mainly through workshops, seminars and public meetings on Water Sector Reforms to enhance efficient and effective service delivery to the public. Further results indicated stakeholders are involved in change so as to create a comfortable environment for the change; to ensure understanding of change.

Response to questions to assess stages of change management process at which the stakeholders do get involved revealed that interviewees were all in agreement that stakeholders were involved at the planning and the implementation phases of the change management process.

At all these stages, majority of interviewees were in agreement that stakeholders' reaction to the change process was very impresses since they are fully involved in decision making process. Other reactions from interviewees were very positive and welcomed as it is a process that adapts to the new Constitution of Kenya; very happy since it enhances effective and efficient service delivery to the public; excited to the change process since it incorporated the community increasing transparency level and improving efficiency at work.



### 4.3.2 Strategic Planning and Organisation Performance

The interview questions to assess the effect of strategic planning were capture in Part C of the interview guide. The first question assessed what drove the choice of the strategic planning practices by the organisation. Interviewees response shows the choice of strategic planning was driven by need to achieve the set goal of the organization; need to aligns its functions and mandate to the new Water Act 2010 and Constitution of Kenya; need to develop the right goals and target and help everyone focus their efforts into meeting them; and need to increase operational efficiency, enables the organization track the progress toward goals and need to achieve a proactive organization rather than reactive.

Furthermore, the study intended to determine whether the strategic planning adopted by the organization is reactive or proactive. All the interviewees (100%, N=9) concurred that organisation strategic planning is proactive. Response to how important has the various strategic planning options been to your organization in response to changes in the operating environment revealed the following: It has helped the organization achieve its set objectives; very important towards successful implementation of the strategic plan. In a particular observation by an interviewee, *intra alias ... strategic planning alignment to the new Water Act 2010 and Constitution of Kenya has made our operations smoother and simpler especially when dealing with other stakeholders..., it has identified the key internal and external influences that are responsible for the organization current position and the favor and inhibit the prospects of moving it to where it is...*

Respondent interviewees were also in agreement that strategic planning has helped achieve competitive advantage within the organization; set up a sense of direction for the organization; and ensures successful implementation of the strategic plan.

The study also assessed whether employee's representatives are involved in formulating the strategies to be implemented and all the respondents (100%, N=9) agreed. Additional result indicated that involvement is done through workshops, seminars, trainings and meetings. Several interviewees indicated that they had several workshops, seminars, trainings and meetings on strategic planning. Interviewees were also in agreement that they conducted environmental analysis during formulation of strategic plans.

The study also assessed how strategic planning increased effectiveness of meeting the organization's goals and objectives. Responses indicated that strategic planning: has given a clear purpose to an organization; has resulted to increased water performance and staff motivation; made operations efficient and effective including dealing with our stakeholders; has laid out the organization goals and explained why it is important; and helped managers and employees show commitment to the organization goals.

Similarly, the study assessed how strategic planning led to developing a sustainable competitive position. Interviewees generally observed that strategic planning has guided the management in discussion and decision making to determine resource and budget requirements to accomplish set objectives; has spark insights about how to restructure the organization so that it reach its full potential; and inform alignment to the new Water Act 2010 and Constitution of Kenya towards service delivery now and in the long run position. Consequently, it has provided management the roadmap to align the organization's functional activities to achieve set goals.

### **4.3.3 Strategic Leadership and Organisation Performance**

The interview questions to assess the effect of strategic leadership were captured in Part D of the interview guide. The first question assessed challenges that are faced while implementing change management program at the organisation. All interviewees concurred that change implementation do come with a lot of challenges. According to majority of the interviewees, the following were observed namely total resistance to change; partial (some staff) resistant to change and operations alignment.

Further analysis to assess how they dealt with these challenges showed teaching employees on the need to accept change; sharing positive results on introduction of change; involving employees in change planning; persuading employees to accept change and top management and employee awareness creation. Further observation revealed most of awareness and advocacy were done through training, as the interviewees stressed, *intra alias ...involving employees in a series of workshops, seminars, public meetings sensitization forums...* were conducted.

The study further sought to determine whether strategic leadership change have brought good working environment and customer satisfaction to the organization. All the respondent interviewees responded yes indicating that the organisation now does enjoy good working environment and customer satisfaction.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the study summary, conclusion and recommendations on the effect of change management on the performance of Eldoret Water Resources Authority, Kenya.

#### **5.2 Summary**

The study established the effect of change management on the performance of Eldoret Water Resources Authority in Kenya. Stakeholder management, strategic planning and strategic leadership, as construct of change management process were analysed using qualitative data obtained through interview of top departmental managers. Summary of key finding are discussed below.

##### **5.2.1 Stakeholder Management and Organisation Performance**

In the last ten years the organisation has experienced change management in technological process; restructuring of the organisation structure; enactment of Water Act 2016; changes in top management; and Automation of the organisation processes.

These changes have eased employee's workload and increase efficiency and effectiveness at work place; created new responsibilities and functions together with regulations; allowed the community more powers and responsibility in Regulation and management

of Water Resources; and the decentralized services closer to the community or at grass root level. Others are lean staff and capacity building of technical team, emphasis on community involvement and participation in regulation and management of water resources; a bottom-up approach to decision making.

The stakeholder key role in the change management process is helping in the accomplishment of the organization objectives. These roles and responsibilities are involvement management and use of water resources in partnership; participate in the change management process; communicate by mobilising the community to determine the success of change management; and help in the implementation of change in the organisation.

The organisation does conduct stakeholders' analysis. The key stakeholders of the organisation are the community members, Water Resources Users Association, County Commissioners Office, County Government, NEMA and Kenya Forest Services.

It is critical for involvement of stakeholders in order to enhance success of change process; to achieve the organization objectives; create stakeholder's awareness and to create a comfortable environment for the change and to ensure understanding of change.

The engagement of stakeholders is done at the planning and the implementation phases of the change management process.

### **5.2.2 Strategic Planning and Organisation Performance**

The drivers of choice of strategic planning are need to achieve the set goal of the organization; need to align its functions and mandate to the new Water Act 2010 and Constitution of Kenya; need to develop the right goals, target and help everyone focus

their efforts into meeting them; and need to increase operational efficiency, enables the organization track the progress toward goals and need to achieve a proactive organization rather than reactive.

The organisation strategic planning is proactive. And its response to change in the operating environment has helped achievement of set objectives; successful implementation of the strategic plan; achievement of competitive advantage within the organization; set up a sense of direction for the organization; and ensures successful implementation of the strategic plan.

During strategic planning and implementation, employee's representatives are fully involved in formulating the strategies to be implemented and the involvement is done through workshops, seminars, trainings and meetings.

The strategic planning has increased effectiveness of meeting the organization's goals and objectives through clear purpose to an organization; increased water performance and staff motivation; operations efficiency and effectiveness including dealing with stakeholders; and helped managers and employees show commitment to the organization goals.

Strategic planning has also led to developing a sustainable competitive position by guiding the management in discussion and decision making and spark insights about how to restructure the organization so that it reach its full potential.

### **5.2.3 Strategic Leadership and Organisation Performance**

Strategic change implementation does come with a lot of challenges namely partial and total resistance to change, operations alignment and expertise requirements. The options

to deal with change management challenges are teaching employees on the need to accept change; sharing positive results on introduction of change; involving employees in change planning; persuading employees to accept change; and top management and employee awareness creation. Lastly, strategic leadership change has brought good working environment and customer satisfaction to the organization.

### **5.3 Conclusion**

Based on summary of key findings the study made the following conclusions. First, stakeholder plays key roles in the change management process towards the accomplishment of the organization objectives. These roles and responsibilities are involvement management and use of resources in partnership; participation in change planning and implementation process; mobilization of the community. Second, the key stakeholders of WRA are the community members, Water Resources Users Association, County Commissioners Office, County Government, NEMA and Kenya Forest Services. Key stakeholders are involved in order to enhance success of change process; to achieve the organization objectives; create stakeholder's awareness and to create a comfortable environment for the change and to ensure understanding of change.

Third, drive for strategic planning in WRA are need to achieve organisation goal; need to align functions and mandate to the new Water Act 2010 and Constitution of Kenya; and need to increase operational efficiency. Forth, Strategic planning is proactive and in response to change in the operating environment has helped achievement of set objectives; successful implementation of the strategic plan; achievement of competitive advantage within the organization; set up a sense of direction for the organization; and ensures successful implementation of the strategic plan.

Firth, strategic change implementation challenges are partial and total resistance to change, operations alignment and expertise requirements. Last but not least, options to deal with change management challenges are teaching employees on the need to accept change; sharing positive results on introduction of change; involving employees in change planning; persuading employees to accept change and top management and employee awareness creation.

#### **5.4 Recommendations**

Based on the conclusions, the study made the following recommendations. First, WRA should continue engagement with key stakeholders given the enhanced change management process towards the accomplishment of the organization objectives.

Second, the study recommends management of WRA to continue engaging stakeholders in use of resources, participation in change planning and implementation process and mobilization of the community

Third, the management of WRA should ensure continuous strategic planning, this will enhance achievement of organisation goal; alignment of functions and mandates and increase operational efficiency.

Forth to effectively address strategic change implementation challenges, management of WRA to enhance teaching employees on the need to accept change; sharing positive results on introduction of change; involving employees in change planning; persuading employees to accept change. These can be done through seminars, workshops, training sensitization meetings.



### **5.5 Suggestion for Further Reading**

The research achieved its objective and established the effect of change management on the performance of Eldoret Water Resources Authority in Kenya. It should be noted however, that the study was confined only to three elements namely stakeholder management, strategic planning and strategic leadership. The study recommends a similar study to assess the effect of these other factors for example community participation, management competencies, environmental factors, among others. Since there are number of factors that do affect strategic change management. Secondly, the study was carried out in Eldoret Water Resource Authority in Kenya. Similar study can be replicated in other water resource authorities in other part of the nation.

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# APPENDICES

## Appendix 1: Interview guide

### Part A: Demographic Information

1. Gender Male [ ] Female [ ]
2. What organisational department do you head? \_\_\_\_\_
3. How long have you worked in the organization? \_\_\_\_\_

### Part B: Stakeholder's management changes

4. Explain major changes that your organization has experienced in the last 10 years and how were the changes managed?
5. What role does the stakeholder play in the change management process?
6. Do you conduct stakeholder analysis to determine the influence and power of a stakeholder in change management process?
7. Kindly explain the factors that influence the extent to which the stakeholders were involved in managing the change process?
8. Did you involve stakeholders in the planning phase of the changes?
9. Did you involve stakeholders in the implementation phase of the changes?
10. What was the stakeholders' reaction to the change process?

### Part C: Strategic Planning Affects the Performance

To what extent are each of the following actions performed in your organization? Use a 5-point scale where 5= very great extent, 4=great extent, 3= moderate extent, 2=little extent, 1= not at all.

11. What drove you to the choice of the strategic planning practices?

12. Was the strategic planning adopted by your organization reactive or proactive?

13. How important has the various strategic planning options been to your organization in response to changes in the operating environment?

14. Were all employee's representatives involved in formulating the strategies to be implemented?

15. Do you conduct environmental analysis during formulation of strategic plans?

16. How has strategic planning increased effectiveness of meeting the organization's goals and objectives?

17. How has strategic planning led to developing a sustainable competitive position?

Part D: Challenges of strategic leadership on change management

18. What are the challenges that you faced while leading the activities in the change management program?

19. How did you deal with those challenges?

20. How did you as Water Resources Authority deal with resistance to change?

