CHANGE MANAGEMENT IN THE DEVOLVED PUBLIC HEALTH CARE SERVICES

IN KISUMU COUNTY, KENYA

SETH WINDA

A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE (MBA), FACULTY OF BUSINESS AND MANAGEMENT SCIENCE, UNIVERSITY OF NAIROBI

NOVEMBER 2022

DECLARATION

I hereby declare that this research project is my original work and has not been presented elsewhere for an award of a degree.

Signature…… ……………………………………… Date: 21st November 2022

Seth Winda

D61/60295/2010

This project work has been submitted for examination with my approval as the supervisor.

Signature…… …………………… Date:21st November 2022

Mr. Alex Jaleha

Department of Business Administration

University of Nairobi

ACKNOWLEDGEMENTS

DEDICATION

The project is dedicated to Marleen Atieno, Daniel Martins, Seth Junior, Michael Enos and Neille Marvel for the support and companionship during the task.

TABLE OF CONTENTS

ABBREVIATIONS

JOTRH - Jaramogi Oginga Odinga Teaching and Referral Hospital

USAID - United States Agency of International Development

KNH -Kenyatta National Hospital

MTRH- Moi Teaching and Referral Hospital

CHVS- Community Health Volunteers

NG-CDF-National Government County Development Fund

WHO-World Health Organization

HRM-Human Resource management

CMPs-Change Management Practices

KCHSSP-Kisumu County Health Sector Strategic and Investment Plan

KEMSA-Kenya Medical Supplies Authority

KBC-Kenya Broadcasting Corporation

ABSTRACT

Today's 21st-century organizations are impinged by continuous innovation, complex technology and globalization, which has created a new norm of constant change. Thus, differing environmental challenges pressure organizations to seek strategies to enable their survival and sustainability. Various change management methods have been developed to help organizations manage change at the operational or strategic level to handle the increased volume of change. This study sought to establish change management as practiced in the devolved public healthcare services in Kisumu County due to its devolved functions. Devolved health services in Kisumu County were the focus of this research. Its goals included identifying the change management strategies implemented and determining the associated obstacles of managing change in these services. Interview guidelines were used to obtain primary data through a case design methodology. Content analysis was used to sift through in-depth replies from interviews about change management that formed the study's primary data. According to the research results, training and communication, creating a positive work environment, employee participation and involvement, and gathering and analyzing feedback were the essential change management practices adopted by the devolved public healthcare services in Kisumu County. The study recommended that the devolved healthcare services in Kisumu County should be flexible and that all employees and stakeholders should be involved in the change management process. The study recommended enacting relevant policies and human resource strategies to enable effective human resource management in the healthcare segment. Devolution of healthcare services could only be successful with fixing the problems of late and insufficient funding for the county.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A fast-moving and volatile environment has forced organizations of all sizes to remain agile and constantly adapt themselves to changes (Doz & Kosonen, 2010). Burnes (2004) points out that change is a pervasive feature in modern organizations, at both operational and strategic levels. Therefore, successful change management is crucial to any organization for survival since failure to adapt to the changes will be reflected in low productivity (Avdeeva et al., 2021). It is widely accepted that leaders and managers should use action plans to improve organizational effectiveness, but in practice, this rarely occurs. Although effective change management is widely acknowledged as crucial to thriving in today's cutthroat, ever-evolving business climate, Fusch et al. (2020) indicate that over 70% of all change initiatives fail.

This study was anchored on Systems theory (Bertalanffy, 1973) and Contingency theory (Lawrence & Lorsch, 1967). According to Systems Theory, open systems like businesses make deliberate choices informed by their unique understandings of their challenges. Therefore, a company that isn't aware of its surroundings will only last for a while. According to the Contingency Theory, the most effective strategy for managing change varies from one organization to the next based on its unique set of circumstances, both internal and external.

In Kenya's new constitution, enacted in 2010, the right to the best possible health care was first established. Medical care is an area that the new constitution of Kenya transferred to the country's 47 counties. Since then, counties have committed to healthcare funding and community healthcare service provision to varying degrees.

Critical public hospitals in Kisumu County include Kisumu East County Referral Hospital and Jaramogi Oginga Odinga Teaching and Referral Hospital (JOTRH). Kisumu County Government has made investments and adjustments to the decentralized healthcare institutions in service delivery systems, management and governance, health personnel, product innovations and health systems. The sector still faces challenges that include lack of suitable and current medical equipment; lack of sufficient human resources staff in the health institutions; difficulty of the low-income general public to purchase health care services; and insufficient physical access.

1.1.1 Change Management Practices

The term "change management practices" (CMPs) refers to the methods put in place to guarantee the systematic and well-planned introduction of fundamental changes inside an organization (Mullins. 1995). As defined by Hiatt and Creasey (2003), change management plans (CMPs) are "activities for management of the people side of change so as to achieve the targeted objectives of a project or initiative." Passenheim (2010) defines CMPs as systematic approaches to transforming an organization's goals, processes, or technologies. Organizations use change management planning, or CMP, to

move from their current condition to their ideal state by systematically and structurally creating and implementing strategies and interventions (Wang & Sun, 2012). According to USAID (2015), change management plans (CMPs) are an organizational process designed to encourage stakeholders to welcome and adapt to new conditions. Therefore, change management plans (CMPs) seek to apply techniques that promote change, manage change, and make change more palatable to individuals.

Organizational change can be facilitated through various interventions that make up change management practices, provided they are carried out correctly and in sync with internal and external events within the business. Change management processes (CMPs) consist of analyzing the current state of an organization and its surrounding environment, determining what needs to change, and creating a new vision for the company (Buchanan et al., 2005). Kotter (2011) describes change management practices through an eight-step process of achieving short-term victories, consolidating gains, and reinforcing change by embedding it in the culture, removing impediments and empowering people for action, conveying the vision, establishing a feeling of urgency, building a vision and a strategy, and so on. Olaf (2010) points out that CMP include training and communication, participation of employees, and the creation of a positive environment.

Armstrong (2008) argues that the degree to which each of the CMPs is implemented in successful change will vary depending on the nature of the change involved. USAID (2015) state that the best practices in change management include setting an overarching goal, getting top management on board, designing a strategy for implementing that goal, incorporating critical people in the process, keeping everyone in the loop, and setting up

the necessary systems to make the transition to the new way of doing things as smooth as possible. This research used Kotter's (2011) CMP framework, which includes steps like building a solid guiding coalition, sharing the vision, instilling a sense of urgency, crafting a vision and strategy, dismantling roadblocks, giving employees the tools they need to take action, celebrating small victories along the way, and establishing the change's permanence in the company's culture.

1.1.2 The Devolved Health Care Sector in Kisumu County

The Constitution of Kenya (2010) ushered in the County system of Government, and the health functions were devolved together with budget allocations for that function. While the National Government retains specific functions, including national health policy formulation and management of national health facilities such as The Kenyatta National Hospital (KNH) and Moi Teaching and Referral Hospital (MTRH), County Governments were made in charge of health services within the county; like ambulance and pharmaceutical services; the healthcare advancement; a collection of license fees and regulation of initiatives that distribute food to the public; burial grounds, funeral homes, and crematories; and the evolution of moral codes, standards, and guidelines for customer safety and health policy.

Kisumu's local government wants to speed up achieving the healthiest population possible by implementing evidence-based, client-centred health systems driven by cutting-edge technology. The County Government, using the decentralized health care system, has prioritized the elimination of communicable diseases, the halting and reversal of the rise in the prevalence of non-communicable diseases, a decline in the incidence of

infectious diseases, the availability of good health services, the slight decrease of risk factors exposure and the reinforcing of close collaboration with health-related sectors (Report on the Review of the Kisumu County Health Sector Strategic and Investment Plan 2013-2017). Consequently, the County Government has put in several interventions such as the enhanced supply of drugs to health facilities; conducting reproductive health education; provision free emergency referral ambulance services; and recruiting and deployment of health personnel in most of the devolved public health facilities. The public health sector is still characterized by many challenges concerning managing the health workforce, specific maldistribution of the workforce, especially with rural areas being the worst hit, and role conflict aggravated by unclear organizational structure and performance management. Other challenges include inadequate supply of essential drugs, lack of organized support for community health volunteers (CHVs), persistent socio-cultural and religious beliefs and practices that act as barriers to good health outcomes, poor reproductive and sexual health outcomes, and high fertility rates, has led to high dependency levels.

1.2 Research Problem

Organizations must adopt CMPs to anticipate or adapt to external and internal forces for effective, sustainable change. Organizations should further tailor-make their unique CMPs to overcome resistance to change. A study by Errida & Lotfi (2021) revealed that the most important factors in leading a successful change initiative were the change manager's leadership skills, open and frequent communication, stakeholder involvement,

and the capacity to inspire and motivate employees and change agents. However, the study was conducted in the construction sector; hence a contextual gap emerges as this study focused on the health sector. Raineri's (2011) study established that using CMPs had a positive and substantial impact on achieving the change objectives and deadlines. However, the findings did not establish whether the CMPs influenced the perception of organizational outcomes. The study wanted to show a correlation between the variables, hence the emergence of a conceptual and methodological gap; this present study sought to determine the CMPs adopted in the health sector. Olaf (2010) established that the standard practices used in change management included training and communication, employee participation and involvement, and creating a positive environment. However, other studies have raised pertinent conceptual gaps as they investigated the challenges encountered when implementing CMPs in organizations (Mwenda, 2010; Mbindyo, Blaauw & English, 2013).

Many challenges have characterized the devolution of public health services in Kisumu County despite the significant investments and implementation of various changes in service delivery, leadership and governance, health workforce, and physical infrastructure; public hospitals still face a myriad of challenges in striving to improve access to quality and affordable healthcare. The current infrastructure of several devolved health facilities isn't up to standard, leaving patients untreated or receiving unsatisfactory care; patients can't afford health care, so they only get it when they're in a life-threatening emergency, and a large number of residents have to travel great distances to reach decentralized health care hospitals (Kisumu CIDP 2018-2022).

According to research on CMPs, a specific set of managerial practices helps bring about positive organizational changes. The most important CMPs, according to research by Ferreira et al. (2020), are top-down buy-in and involvement; bottom-up employee ownership and input; open and frequent communication; flexible leadership and the identification of a change agent; and strategic organizational culture and change planning. However, the study concentrated on lean production systems as opposed to other dimensions of CMPs, raising a conceptual gap. A study by Brown et al. (2003) found that to deliver superior outcomes for employees and politics. Public stakeholders and organizations must align people, systems and structures, build internal and external relationships and adopt a balanced scorecard. A methodological gap emerges as the study focuses on establishing a relationship between CMPs and organizational outcomes. Callan (2004) argues that while CMPs can be marred with myriad complications, they will lead to organizational growth if well executed during the entire change management process.

Musa et al. (2021) studied the impact of CMPs on project outcomes in the construction sector in Nigeria. They observed that successful implementation of CMPs was anchored on identifying risk areas of change, recognizing potential changes, evaluating the viability of the proposed change, promoting and sustaining beneficial change, discouraging detrimental change and improving from lessons learned. A study by Fentaw (2016) on CMPs at Ethiopia Telecom discovered that the inability to effectively execute change resulted from a lack of openness, responsiveness, communication, recordkeeping, awareness-raising, and principal support. Kwakweni (2016), on change management in a local government in South Africa, concluded that building a guiding

coalition, formulating action plans, analyzing prior and present change initiatives and organization structures, recognizing quick-wins, generating a heightened sense of urgency, managing resistance to change and communicating were important for successful change. However, the studies cited above were done in different settings hence the emergence of a contextual gap that this present study sought to address.

According to Parsumpat & Bett (2021) study on CMPs and the Performance of National Government Constituencies Development Funded (NG-CDF) Projects in Bomet County, Kenya, concluded that leadership ability, stakeholders' involvement, allocation of resources, monitoring and evaluation had a positive and substantial effect on performance. Orina (2021), on the impact of strategic CMPs on organization structure among airline operators in Kenya, found that staff commitment achieved through training, communication, coaching, feedback, and setting visions, missions and goals were considered critical CMPs for successful structural changes. These cited studies focused on establishing the relationship between CMPs and different outcome variables, hence the emergence of conceptual and methodological gaps. Palapala's (2014) study established that effective change management was based on strategic communication among the staff and providing learning and support for employees. A study by Maina (2012) found that to successfully implement change in an organization, proper training and communication, planning and evaluating the process were important. The studies cited have revealed various research gaps. Some studies focused on establishing the influence of CMPs on various outcomes. Others were done in different settings, thus the emergence of both conceptual, methodological and contextual gaps that this present study sought to address.

While prior literature has proposed the importance of CMPs to successfully execute organizational change processes, there still needs to be substantial knowledge gaps on their nature, implementation, and efficacy. While some studies have focused on establishing a relationship between CMPs and performance, hence raising a conceptual and methodological gap (Orina, 2021; Brown et al., 2003), other studies were done in different sectors, thus increasing a contextual gap (Parsumpat & Bett, 2021; Palapala, 2014). To address these research gaps, this study seeks to determine the methods of change management utilized by the decentralized healthcare services in Kisumu County, Kenya.

1.3 Research Objective

This study aimed to identify change management practices adopted by the devolved health care system in Kisumu County, Kenya.

1.4 Value of the study

This study aimed to identify the change management practices adopted by the devolved health care system in Kisumu County, Kenya. This study will add to the advancement of the pool of knowledge and theory using, aiding researchers and academicians in identifying gaps in the present research on the appropriate CMPs and their effectiveness in change management. In addition, the study findings will reinforce the theoretical

foundation by advancing the postulations of the Systems and Contingency theories, respectively, on CMPs.

The study findings will act as a tool for disseminating ideas and best practices to the County Government of Kisumu's top executives and Kenya's National Government on the type of and the effective CMPs required to reform or change the devolved public sector health facilities successfully. The study findings will aid management consultants on behalf of donor agencies in the successful implementation of CMPs in priority health sector areas.

 The policymakers in both the County and National Governments could use the findings to formulate policies to address priority areas that require immediate change and reduce challenges or resistance to changes that could emerge during the change process in the health sector.

<div align="center">**CHAPTER TWO:**</div>

<div align="center">**LITERATURE REVIEW**</div>

2. 1 Introduction

The section justified the theoretical foundations and reviewed conceptual and empirical reviews for the study construct on change management. The aim was to highlight the gaps in knowledge to address the research question.

2.2 Theoretical Framework

The Contingency Theory (Lawrence & Lorsch, 1967) posit that for sustainable growth, managers must engage in CMPs to enable their organization characteristics to align with environmental contingencies. The Contingency Theory was complimented by the Systems Theory (Bertalanffy, 1973), which implies that CMPs aim to enhance the horizontal and vertical fit of the subsystems with one another within the organization. Organizational success also requires compatibility with the world outside.

2.2.1 Contingency Theory

According to the Contingency Theory, successful change management outcomes emerge from the organization's ability to adapt to changing environmental conditions (Volberda et al., 2012). Woodward (1958) points out that for an organization to succeed; its functionality must be tailored to the expected changes and the predicted challenges since change is inevitable. Thus, managers must cautiously examine the organization's environment, factoring the organization's internal characteristics and adapting CMPs accordingly (Volberda et al., 2012). Tosi & Slocum (1984) observe that successful management of change outcomes results from harmonious interactions between various elements, such as organizational design, personnel, technology, strategy, and culture.

Because best practices are conditional on factors like the surroundings, technology, expertise, culture, organizational structure, and structure; contingency approach holds that no single, comprehensive collection of CMPs is ideal for all organizations and circumstances (Donaldson, 2001). Miles (2012) asserts that organizations with a better fit will be more successful than those with a worse fit. Consequently, the goal of management is to uncover what variables affect their organizations and create the perfectly fitting CMPs that will result in optimal success and survival.

While the Contingency theory has been criticized for its postulation that an organization's reaction to changes in its contingencies is solely determined by its situation and not by managerial discretion, it's relevant to this study as the appropriate combinations of change management practices and the environment are critical for the organization's success.

2.2.2 Systems Theory

The Theory postulates organizations as open systems that are profoundly impacted by their surroundings, which supply vital resources essential to the organization's continued existence, growth, and adaptation (Bastedo, 2004). According to this idea, organizations constantly interact with their environment; which consists of a network of relationships among various agents or stakeholders and other elements, some of which may be beyond their control (Mason, 2007). The differentiation between open and closed systems is a central tenet of Systems Theory. The available systems approach sees the organization's contact with the external environment as crucial to its survival and success, in contrast to the closed systems approach, which minimizes the importance of the environment and the organization's connection with it (Amagoh, 2008).

Since organizations are open systems, CMPs in any part of the system result in adjustments to the system (Shafritz & Russell, 2005). According to Amazon (2008), closed systems can't take in enough energy from their surroundings to survive if there isn't enough communication between the internal workings of the system and the outside world. Organizational success requires CMPs to coordinate and integrate the system's aspects such as people, structure, procedures, and information. In contrast, Systems Theory analyzes the input-throughput-output component and its interactions within itself and with the external environment (Montouri, 2000).

As a result, in open systems, the purpose of change management is to enhance the horizontal and vertical fit of the subsystems, both internally and externally to the business. However, the theory needs to provide a framework for how companies can deal

with complexities when working in a quickly shifting environment where tasks become more difficult (Clippinger, 1999).

Although it has been criticized, Systems Theory is nonetheless applicable to our investigation since organizations are themselves dynamic systems of change comprised of interdependent pieces (Amagoh, 2008). An adaptable organization's core is the capacity to make fast adjustments in response to internal and external relationships (Brown & Eisenhardt, 1997).

2.3 Change Management Practices

Empirical findings have established different sets of CMPs that effectively support the successful enactment of change management in organizations (Buchanan et al., 2005). A study by Asplund (2021) on the influence of CMPs on school performance in the USA found that data-driven urgency, shared vision, teacher empowerment, targeted quick wins, a holistic focus, and quality professional development or mentorship for leaders and shared leadership contributed positively to school performance. The study, unlike this present study, focused on establishing a relationship between the variables of CMPs and performance, hence a conceptual gap. Shalwani et al. (2021) study on the change management practices in North American organizations concluded that the use of change agents, realistic timescale, communication and provision of training resources contributed to the successful change adoption and favourable employee reaction. A contextual gap emerges as the study focuses on North American organizations.

Sung & Kim (2021) conducted a study on the effects of CMPs on organizations' innovation in South Korea's public service and concluded that effective CMPs in the form of setting organizational goals, leadership, education, training, communication and participation; positively influenced organizational innovation. The study, however, focused on establishing the influence of CMPs on innovation, unlike this present study that sought to identify CMPs, hence a conceptual gap. In addition, this current study sought to establish the CMPs in a health institution, thus addressing the contextual gap. A meta-analytic study by Ferreira, Araujo, & Echeveste (2020) on CMPs identified training, management support and commitment, employee engagement, recognizing and rewarding short-term wins, empowering employees, communicating, developing a guiding vision and strategies for change and establishing a sense of urgency, engaging in strategic leadership and an organizational culture that supports the change plans. A methodological gap emerges as the study used a Meta-analytic design.

A study by Ferreira et al. (2020) established that management commitment and support, employee autonomy and engagement, effective communication, vision and strategies for change, lean leadership, a sense of urgency and deployment of change agents, an organizational culture that supports and rewards change efforts as the most critical CMPs. The study, however, focused on lean production systems in contrast to other dimensions of CMPs, hence raising a conceptual gap. A study by Brown et al. (2003) found that for CMPs to deliver superior outcomes for key stakeholders, organizations must align people, systems and structures, build internal and external relationships and adopt a balanced scorecard. A methodological gap emerges as the study focuses on establishing a relationship between CMPs and organizational outcomes. Callan (2004) argues that while

CMPs can be marred with myriad complications, they will lead to organizational growth if well executed during the entire change management process.

Musa et al. (2021) study on the impact of the CMPs on project performance in the construction sector in Nigeria observed that successful implementation of CMPs was anchored on identifying risk areas of change, recognizing potential changes, evaluating the viability of the proposed change, promoting and sustaining beneficial change, discouraging detrimental change and improving from lessons learned. Kwakweni (2016), on change management in a South African local government, showed that building a guiding coalition, formulating action plans, analyzing previous and ongoing change initiatives as well as the organizational structure, celebrating quick-wins, creating a sense of urgency, and communicating and managing resistance to change was important for successful change. However, the studies cited above were done in different settings hence the emergence of a contextual gap that this present study sought to address.

According to Gabriel, Oburu, & Aduba (2013) on CMPs in Nigerian business organizations established that participation in decision-making, communication and consultation were significant CMPs. A multi-case study by Glensor (2010) on change management in South African organizations undergoing mergers and acquisitions established that creating a climate for change by formulating the vision and the need for change, engaging and enabling the whole organization to change through communicating, rewarding quick wins, implementing and sustaining change through leadership and engaging diverse key stakeholders were key practices for successful change. A study by Maharaj & Pooe (2021) on change management practices in a South African bank

established that providing a set of guiding principles for managing the change process by crafting a compelling and shared vision, building a culture that involves employee engagement, striking a balance between organizational and employee goals through regular communication were important CMPs.

According Parsumpat & Bett's (2021) study on CMPs and the Performance of NG-CDF Projects in Bomet County, Kenya, concluded that leadership ability, stakeholders' involvement, allocation of resources, monitoring and evaluation had a progressive and substantial effect on the outcome. Orina (2021), on the effect of strategic CMPs on organization structure among airline operators in Kenya, found out that staff commitment achieved through training, communication, coaching, feedback, and setting visions, missions and goals were considered critical CMPs. These cited studies focused on establishing the relationship between CMPs and different outcome variables, hence the emergence of both conceptual and methodological gaps. Palapala's (2014) study established that effective change management was mainly informed through effective communication among the staff, training and learning, and support for employees. A study by Maina (2012) found that proper training and communication, planning and evaluating the change process were essential to implementing change in an organization successfully. The studies cited have revealed various research gaps. Some studies focused on establishing the influence of CMPs on various outcomes. Others were done in different settings, thus the emergence of conceptual, methodological and contextual gaps that this present study sought to address.

Swelem (2011) on CMPs at Bomu Medical Centre in Mombasa, Kenya, found that continuous involvement and support of all the employees and other key stakeholders, formation of the vision and mission statements and constant monitoring and evaluation of the change programs were essential CMPs. Nding'uri (2019) research on strategic CMPs and performance of Kenya Medical Supplies Authority (KEMSA) in Nairobi City County, Kenya, found that employee motivation, management commitment and support, rewards, effective leadership and continuous monitoring of staff performance were the major CMPs. A study by Kenge (2021) on CMPs and service delivery in faith-based hospitals in Kiambu County, Kenya, demonstrated that effective strategic leadership, communication, result-oriented culture, a positive working environment and stakeholder engagement positively influenced the delivery of quality service. Kiteme (2022), on change management strategies and organizational performance of Kenya Broadcasting Corporation (KBC) in Nairobi City County, Kenya, established that effective communication and employee motivation significantly influence performance. The studies cited above have been done in differing settings, and their conclusions could not be generalized to apply to this study, hence the emergence of a contextual gap that this study sought to address.

2.4 Challenges of Implementing Change Management Practices

In today's highly competitive business environment, managing change is the order of the day for organizations that want to survive and grow. Despite the challenges of managing change in organizations, organizations need to reposition themselves for changes in the rapidly turbulent environments they operate in and the need for new strategic orientation.

A study by Alas & Sun (2007) on change management in Chinese companies found that bureaucratic regulation, lack of emotional support to the employees during the change process, poor managerial skills and non-involvement of employees in the process as significant challenges. According a study by Feldberg (2014) on the challenges of implementing strategic change in German Small and Medium-Sized Enterprises showed that focusing on only setting and measuring short-term goals, lack of effective communication and not involving employees in the strategic change initiative as the main impediments of successful change.

A study by Madinda (2014) on the challenges of management of change in Tanzania's public sector found out lack of adequate information, poor communication, resistance to change, and the high costs of implementing changes, particularly information communication technology (ICT), hampered successful implementation of change. Ashebir (2016), on practices and challenges of change management in an institution in the water sector in Ethiopia, established change resistance, lack of awareness and knowledge about the change efforts, lack of training and trainers, communication gap and lack of employee participation in the change process as the major impediments to successful change. According to research conducted by Fentaw (2016) on CMPs at Ethiopia Telecom, the inability to effectively execute change was caused by a lack of accountability, quality of service, communication, recordkeeping, awareness generation, and support from principals. The complete absence of key principles for the process of change, a cultural divide, a lack of employee involvement and engagement, the lack of a post-integration plan, and a lack of communication were all identified as problems in a

study by Maharaj and Pooe (2021) on the difficulties of managing change in a South African bank. Lack of clear vision, insufficient leadership skills, inadequate stakeholder participation, and ineffective communication were identified as the primary causes of change management failure in research by Errida & Lotfi (2021) in the Moroccan construction industry.

Okoth (2013), on the difficulties of strategy implementation at Kenya's Kenyatta National Hospital (KNH), found ineffective communication, lack of training and top management commitment and support, a lack of an appropriate organizational culture for change, poor leadership, lack of resources and inappropriate organizational structures were the significant challenges that affected the successful implementation of change management practices (Namoso, 2013). A study by Odenyo & Kerongob (2014) showed that a lack of communication and training programs were major obstacles preventing the successful implementation of strategic change management at Taifa Cables and Retreads Limited. A study by Francis (2018) on management practices and implementation of change in public health facilities in Tharaka Nithi County, Kenya, established poor leadership, besides communication among key stakeholders, as the most significant challenge.

2.5 Summary of Literature and Knowledge Gaps

An empirical review of the literature on change management practice presents mixed findings. Consequently, such findings could be attributed to the different ways the concepts of CMPs have been operationalized. Most prior studies have concentrated on the influence of CMPs on performance, innovation, service delivery or structure. Studies

have also used different measurement properties of change management. Studies have also been conducted in different contextual settings.

Studies on change management practices are fragmented and inconclusive because of differences in the operationalization of the CMPs and studies adopting different types of change management approaches. To address these conceptual, contextual and methodological gaps, this study investigated the change management practices adopted by Kisumu County, Kenya's devolved health care system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section is a description of the techniques that were used to carry out the research. It entails the research design and an outline for the data collection, measurements, and techniques cast-off to examine the data.

3.2 Research Design

A case study format was used for the investigation. According to Kothari (1990), a case study is an in-depth analysis of a specific group of people, be it a family, an organization, a social network, or an entire community. This approach emphasizes in-depth analysis rather than a broad survey of the subject under investigation. They are in-depth follow-ups of a person, team, occurrence or community. It aims to trace the aspects that credit for the performance outlines of the particular unit as an integrated whole. Data can be collected from several sources by either observing or administering interviews. The researchers observe what happens to the target primary data sources, which allows them to examine a topic in far more detail (nomothetic approach) than average (Kibua and Mwabu, 2008).

To get detailed data, one needs to examine previous case studies since they also form a basis for further research on the project. This is also possible because they are composed of deep discussions on the study topic and enlighten the researcher and help the interviewees understand their environment better and benefit from the study being implemented. The research may also come up with new ideas, which may be important in illustrating other theories and showing the relationship between one man's aspects of life with others. Therefore, the method is important for this study to adopt a holistic point of view of devolution (Bossert, Beauvais and Bowser, 2000).

3.3 Data Collection

Both primary and secondary sources were consulted for this investigation. Primarily, questionnaires were used to conduct the interviews. Literature on Change Management Practices was reviewed to inform the creation of the interview guides. The study goals and the questions that needed to be addressed were reflected in the format of the interview guides. The County Executive Secretary for Health, the County Chief Officer of Health, and the County Director of Health of Kisumu County were all questioned at the county seat. Further, the Chief Executive Officer of Jaramogi Oginga Odinga Teaching and Referral Hospital (JOTRH) and the Medical Superintendent of Kisumu East Area Hospital, the two most extensive health facilities in the county, were also interviewed.

Analysis of meeting minutes, the Fiscal Strategy Paper, county integrated development plans, the Kisumu County Health Sector Strategic and Investment Plan 2013-2017, and the strategic plans of the Jaramogi Oginga Odinga Teaching and Referral Hospital (JOTRH) and the Kisumu East County Hospital were used to

compile secondary data. Any handwritten notices or memos posted on the bulletin boards were reviewed to see if they were relevant to the research. Interview forms were self-administered by the researcher.

3. 4 Data Analysis

The qualitative approach was used to interpret the information gleaned from the in-depth interviews. The analysis was qualitative, describing the phenomenon in question. Nachiamis (1996) define content analysis as making conclusions by establishing specified characteristics of the messages and relating them with others. It is important for creating appropriate implications from information to their setting, aiming at knowledge provision, new ideas, representing facts and guiding the actions aiming at attaining a compact and broad description of the phenomenon, and its outcome is concept analysis. A category is a group of words with a specific intention.

These central themes remained consequential after the literature review of empirical studies on change management practices. These themes were patterned and edited for comprehensiveness and steadiness during the study. Using the content examination method, the researcher could examine and understand the connotations of the groups while also in quest of considering the interviewees' insights and opinions regarding the change management practices adopted by the devolved public health care services in Kisumu County. Besides me, other scholars who have employed content analysis in their investigations are Mwangi (2011) and Nyororo (2006). According to Nyororo (2006), content analysis is a scientific method since it allows for the systematic representation of data.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presented the results of the study from the interviews and answered the research question. The research objective was to identify the change management practices adopted by the devolved health care systems in Kisumu County, Kenya and to regulate the encounters throughout the enactment of change management at the devolved health services in Kisumu County, Kenya.

The interviewees from which we collected the primary data included; the county health secretary, county health head and chief executive officers of the Jaramogi Oginga Odinga Teaching and Referral Hospital (JOTRH) and the Kisumu County Referral Hospital. These interviews were recorded to be compared with the secondary data which was collected from the county health documentaries such as the county journals, minutes of minutes and memos and notices by the health directors and chief executives of the Jaramogi Oginga Odinga Teaching and Referral Hospital (JOTRH) and the Kisumu County Referral Hospital. Later both primary and secondary data were subjected to content analysis.

4.2 Change Management Practices

This segment presents the findings to identify the change management practices adopted by the devolved health care systems in Kisumu County, Kenya. All the data

was founded on the information collected from the interviewees and the research, which is secondary data. The study shows that the change management practices include: training and communication, employee participation and involvement, and creating a positive environment.

4.2.1 Change in Communication

The study shows that the interviewees from the selected sectors were well-informed about the change management practices. It shows that these interviewees were also well informed about the devolution process of health care services. This knowledge came from the training they underwent before the devolution process,

> "The County Health Secretary reported. For instance, the worst scenario: At 3:45 pm, the organization plans a rally supporting the new youth centre at 4 pm. What do you do with all the people in your organization, considering there is a press, people that drive youth centres, politicians, etc.? To calm your nerves, dial the main office and inquire as to the whereabouts of the rest of the personnel. "Really? Exactly which really are we talking about? Nobody warned us. This rally does not find us prepared."

This situation was due to a need for more communication inside the organization. There needed to be more adequate internal communication mechanisms as there needed to be more systems that promoted an open atmosphere that could have enabled the free flow of ideas, emotions, common goals, and information.

4.2.2 Employee Participation and Involvement

The interviewees reported that the workers were regularly trained to improve the health services. They said that they had no problem with their employees as far as participation and involvement in the health services activities were concerned.

The employees were trained to enhance improved health services in all sectors. The said training was regularly done after every three months for two weeks, as the County Health Secretary reported.

They also reported that they had worked with most of their employees for more than five years, and this was reflected in their improved experience and provision of quality health services.

> "The top leaders in the Ministry are medics, i.e., Surgeons, Pharmacists, and Doctors. We understand the colleagues that we lead and they understand us to remember we were classmates and have been colleagues. Doctors don't like other professionals like police officers to head them. Here we embrace dialogue," said an interviewee

4.2.3 Creating Positive Environment

To create a positive environment, the workers and the community were trained about drug and equipment use. The community was advised on the usage of drugs. The training was also done by creating awareness of the new drugs in the market, their use and their side effects. The County Health Head and the County Health Secretary reported this.

As the county Chief Executive Officer reported, the other way of creating a positive environment was by upgrading the health facilities. He said they have tried to upgrade and aim to do better than they had.

"There has been a very good flow of information both top-down and vice versa. This has created an open environment for work. Kisumu County healthcare service is a model of success in devolution." said an interviewee

"We listen to them and value their feedback. We have just undertaken an upward promotion for our staff and have recruited 500 more in a competitive selection process. The gap between the staff numbers against the expected has been getting narrower. This is why you rarely hear of our staff going on strike, save for an incident when their salaries are delayed. Further, we value fostering relationships with developmental partners such as WHO (World Health Organization) and USAID. As a result, we have adopted the devolved HRM (Human Resources for Health) policy guidelines," said an interviewee

Leaders express their opinions and provide information during meetings. There will be gatherings of the county executive committee, facility/hospital management teams, and other hospital departments, as well as those between the hospital's administration and its employees. According to the KCHSSP 2013-2017 meeting minutes, there were 316 meetings of the facility management team in the past 12 months or 90.3% of the goal. The facility management teams met for 636 quarterly sessions, which is 100% of the goal. For the previous 12 months, there were 20 quarterly stakeholder meetings or 83.3% of the target. Seven yearly operating (work) plans were made available by the central facilities, which is the anticipated number. Within the past 12 months,

there were 9 out of an expected eight hospital management committee conferences for a 112% success rate.

4.3 Discussion

This study outlined the change management practices implemented in the system of devolution of the health sectors in Kisumu County. It indicated that the change management practices included; training and communication, employee participation and involvement, and creating a positive environment. Empirical studies show that since it is inevitable in all communities, organizations should tailor-make their unique strategies to ensure that they overcome any form of resistance to change, which is made possible by observing the commonly adopted change management practices such as planning, informed and trained stakeholders and aligned workforce which are the same change management practices in our study findings (Olaf, 2010). Other studies have also been done on the effects and the challenges in the devolution of health services where they found out that the challenges were inadequate funds, which are the same challenges that Kisumu County health sector faces (Mwendwa, 2010; Mbindyo, Blaauw and English, 2013). Therefore, this study agreed with the theoretical foundation that an organization changes from the beginning. Since the dawn of cities, wars and businesses, people have seen the reasons and intent to change some or all of an organization to make it better and more efficient. Many factors, Leadership styles and dates drive organizational change.

One of the practices cited by the interviewees was training and communication. This agrees with Carr (1996) that in any change management, the leaders should communicate a strong representation of the change to its individuals and the impact

the change will bring to the organization. Employee skills are absolute without training and other forms of education. If the employees are retrained on new skills for their jobs, they are likely to embrace any form of change being implemented by the company since a change will mean a new experience, hence further training.

The third practice that arose from the study is creating a positive environment. This matches literature by Nilakant and Ramnarayan (2006), which cite that to ensure a successful implementation process, leaders should keep in mind that the environment has a great significance on the entire process. The environment should be good enough to enable the employees to adopt the newly introduced structure and procedures and understand the importance of that change.

Other practices cited by the respondents are facilitation and support, employee participation and involvement, and negotiation and agreement. All these match literature by Davis (1999) cites non-involvement of employees in the initial stages of change management may negatively impact the whole process. If the employees are involved in the initial planning of the change process, the probability of the implementation process succeeding without resistance is very high. When the people participate in the planning stage, they develop a sense of ownership and feel part and parcel of the entire process. The process is more straightforward, especially when the leaders get the lead resisters to help with the implementation.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes important research findings and discusses the results contrary to the literature. It then concludes, recommends and suggests other areas of study.

5.2 Summary

This study investigated the change management practiced in the devolved public healthcare services in Kisumu County due to its devolved functions. The study's objectives were to recognize the change management practices adopted and determine the accompanying challenges of managing change in the devolved health services in Kisumu County. The study found that training and communication, creating a positive work environment, employee participation and involvement, and collecting and analyzing feedback were essential change management practices adopted by the devolved public healthcare services in Kisumu County. Organizations that want to implement changes effectively should consider migrating from their present structure or state to the anticipated upcoming state while exploiting resources and lessening costs. This is beneficial to the organization (Hortho, 2008).

5.3 Conclusion

The study was explicitly interested in establishing the change management practices adopted by the devolved health care at Kisumu County. The overall findings were that successful change management practices were through effective leadership, an organizational culture of continuous learning, employee participation, effective communication and employee training and development. Thus, for the change management practices to be successfully adopted, all key stakeholders must be involved to reduce resistance to change by facilitating acceptance of implementing the change management practices at the devolved healthcare systems in Kisumu County.

5.4 Recommendations for Policy and Practice

The research suggests that to successfully implement the decentralized health function successfully, the County Government of Kisumu, through the Council of Governor's to lobby the National government for allocation of more funds to the county government to enable it to implement various change management approaches in its endeavor to improve delivery of quality health care services.

The study recommends that for compelling future, the top managers of the devolved healthcare services in Kisumu county to formulate appropriate policies that enable change management practice interventions to enable enhanced leadership, training and communication, creation of a positive environment, facilitation and support, employee participation and involvement, negotiation and agreement, collecting and analyzing feedback.

5.5 Limitations of the Study

Limiting the research to the public health system in Kisumu County means that the results cannot be extrapolated to the private health system or any other counties in Kenya.

This research was a case study and therefore was limited to the devolved health care services in Kisumu County, thus the findings cannot be generalized as remedies to other firms. The time available for the study was short hence the researcher could only involve a few interviewees. Only a few interviewees were interviewed for this study. The researcher had financial limitations and could only work with a limited budget that directed the scope of the study.

5.6 Suggestions for Further Studies

The findings of this study call for additional investigation into the methods of change management used by various organizations, other health systems in other counties and comparisons made to establish the most critical change management practices. This study suggests another empirical research to be undertaken to establish whether the change management practices adopted by the devolved health systems in Kisumu County have positively influenced the delivery of quality services. The study suggests that a survey design be used by other researchers to validate the results of this present study and to mitigate the limitations of the case study. Thus, to obtain a comprehensive understanding of the effectiveness of change management practices, a

survey to be done to establish the effect of change management practices on service

delivery of all public hospitals in Kenya

REFERENCES

Anyieni Abel Gwaka (2013) Effect of Strategic Planning on the Performance of Small and Medium Enterprises in Kenya: A Summary Review of the Literature, The International Journal of Professional Management (IJPM), 8(6)

Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), Advances in experimental psychology. New York: Academic Press.

Anderson LA., Anderson D, 2010, Beyond Change Management: How to achieve Breakthrough results through Conscious Change Leadership, London: John Wiley & Sons.

Andrews, M., Schroeder, L. (2003). Sectoral decentralisation and intergovernmental arrangements in Africa. Public Administration and Development, 23(1), 2940.

Apollo, S. (2014, 18-March-2014). Kisumu County to recruit more doctors, and nurses. Daily Nation Retrieved 04-09, 2015.

Armstrong A, (2008), Human Resource Management Practice, Nodia: Gopsons papers ltd.

Asplund, A. C. (2021). *Exploring the Use and Development of Change Management Practices of Principals at High-Poverty Elementary Schools That Outperform Similar Schools on the Smarter Balanced Assessments* (Doctoral dissertation, University of La Verne).

Bandura, A. (2009). Self-efficacy: toward a unifying theory of behavioral change. Psychol Rev, 84(2), 191-215.

Beckhard R, (1969), Organization Development: Strategy and Models, New Jersey: Addison-Wesley

Bossert, T., Beauvais, J., & Bowser, D. (2000). Decentralisation of Health Systems: Four Country case studies: Partnership for Health Reform.

Bruegman, R, (1994), Breaking the Rules: The Transformational Leader. Fire Chief,   38,

36.

Carr DK, (1996), Managing the Change Process: A Field Book for Change Agents,

Consultants, Team Leaders, and Reengineering Managers, New York: McGraw Hill

Professional.

Coggin, R, (1993), Time to Change our Attitudes About Change. Fire Chief, 37 - 97.

Davis S, (1999), Rule No. 1: To Embrace Change, Get Employees Involved. Available: [On-

Line] at: http://www.resultgp.com/rule/.htm. pp. 2-3.

Dubrin, J, (1996), Reengineering Survival Guide, Managing & Succeeding in the Changing

Workplace. Cincinnati, OH: Thomson Executive Press.

Duck, D (1993), Managing Change: The Art of Balancing. Harvard Business Review.

111.

Fentaw, T. (2016). Analysis of organizational change management practices at Ethio

telecom (Doctoral dissertation, Addis Ababa University).

Ferreira, I. A., Araujo, F. O. D., & Echeveste, M. E. S. (2020). Change management practices

to support the implementation of lean production systems: A survey of the scientific

literature. Gestão & Produção, 27.

Figliomeni, C, (2011), Change Management Process for Information Technology, New

Jersey: XLIBRIS Corporation.

Gay L R, (1992), Educational Research, Competencies for Analysis and Application, Ohio:

Charles E. Merill Publishing, Co.

Haas C, (1999), Communication during Organizational Change-The Good, the Bad, and the

Ugly, American Fire Journal, 51, 20.

Hardy G, (1997), Successfully Managing Change, New York: Barons Educational Services,

Inc.

Harrington, J, 1995, Total Improvement Management, New York: McGraw Hill.

Hersey, P., Blanchard KH. (1993). Management of Organizational Behavior: Utilizing
Human Resources, New Jersey: Prentice Hall Inc.

Hiatt, M. & Creasey J, (2003), Change management: the people side of change, New York:
Prosci.

Hughes M, (2006), Change Management: A Critical Perspective, Washington: Chartered
Institute of Personnel and Development.

Kibua, T. N., Mwabu, G. M. (2008). Decentralization and Devolution in Kenya: New
Approaches: University of Nairobi Press.

Kimani, K. (2013). Offer incentives to medics in hardship areas -Samburu leaders. Daily
Nation Retrieved 05-09, 2015.

Kneer C, (2009), Change Management: Enhance the Ability to Survive, London: RIN
Verlag.

Kolehmainen-Aitken, R.-L. (2004). Decentralization's impact on the health workforce:
Perspectives of managers, workers and national leaders. Human Resources for Health,
2(5), 1-11.

Kosson S, (1994). The Human Side of Organizations (3rd Ed), New York: HarperCollins
College Publishers.

KPMG International. (2013). Devolution of healthcare services in Kenya: lessons learnt from
other countries Devolution of healthcare services in Kenya: lessons learnt from other
countries Retrieved 10-July, 2014

Kwakweni, A. (2016). *Change management in local government: a case study of*
Buffalo City Metropolitan Municipality (2009-2011) (Doctoral dissertation,
University of Fort Hare).

Laws of Kenya. (2010). The Constitution of Kenya, 2010: Attorney General Office, Nairobi.

Lewis-Beck, Michael S, (1995), Data Analysis: an Introduction, New Jersey: Sage

      Publications Inc.

Luoma, M., Doherty, J., Muchiri, S., Barasa, T., Hofler, K., Maniscalco, L. (2010). Kenya

      Health System Assessment- 2010. Bethesda, MD. Abt Associates Inc.

Maina, A. (2012). Managing change at national bank of Kenya. Unpublished.

Marshall J., Connor DR, 1996, Another Reason Why Companies Resist Change, Available:

      [On-Line] at: http://www.strategy-business.com.

Mbindyo, P., Blaauw, D., English, M. (2013). The role of Clinical Officers in the Kenyan

      health system: a question of perspective. Human Resource Health, 11(1),   32.

Michael R, (2012), Change Management: A Balanced and Blended Approach, London: BoD.

Mills, A., Bennett, S., Russell, S. (2001). The challenge of health sector reform: what must

      governments do? New York: Palgrave.

Mugenda O, & Mugenda A, (1999), Research Methods: Qualitative and Quantitative

      Approaches, Nairobi: Acts Press.

Mwenda, A. K. (2010). Devolution in Kenya: Prospects, Challenges and the future. Nairobi:

      Institute of Economic Affairs.

Nigel L, (2006) Challenging the Code of Change Part 1: Praxis Does Not Make Perfect. J.

      Organise. Change Manage. 6 (2): 121–142

Nilekani V., Ramnarayan S, 2006, Change Management: Altering Mindsets in a Global

      Context, New Jersey: SAGE.

Orina, D. (2021). Effect of Strategic Change Management Practices on Organization

Structure among Airline Operators in Kenya (Doctoral dissertation, University of Nairobi).

Othieno, N. (2011). Devolution in Kenya's new constitution, Constitution Working Paper No.

      4. Nairobi: Society for International Development.

Palapala, F. (2014). Effective Change Management: A case study of United Nations High

    commissioner for Refugees. Unpublished

Parsumpat, L. N., & Bett, S. (2021). Change Management Practices and Performance

    of National Government Constituencies Development Funded Projects in Bomet

    County, Kenya. International Journal of Business Management, Entrepreneurship and

    Innovation, 3(1), 1-16.

Pasmore WA, (1994), Creating Strategic Change, New York: John Wiley & Sons.

Whipp R, (1991), Managing Change for Competitive Success, London: Oxford.

Passenheim O, (2010), eBook change management. London: Ventus publishing.

Robert P., Paton, A. and McCalman J, (2008), Change Management: A Guide to Effective

    Implementation, New Jersey: SAGE.

Scheer AW, (2003), Business Process Change Management: ARIS in Practice, New York:

    Springer.

Weiss, CH. (1995). Nothing as Practical as Good Theory: Exploring Theory-Based

    Evaluation for Comprehensive Community Initiatives for Children and Families. In J.

    Connell, A. Kubisch, L. Schorr and Weiss CH, (1995), New Approaches to

    Evaluating Community Initiatives: Concepts, Methods and Contexts, New York:

    Aspen Institute

Wiggins, L, (2008) 'Managing the ups and downs of change communication', Strategic

    Communication Management, 13, 1, pp20-23

White KW, Chapman EN, (1997), Organizational Communication: An Introduction To

    Communication and Human Relation Strategies, New Jersey: Simon & Schuster

    Custom Publishing.

Appendix 1: Interview Guide

CHANGE MANAGEMENT IN THE DEVOLVED PUBLIC HEALTH CARE SERVICES IN PUBLIC HOSPITALS IN KISUMU COUNTY KENYA

This research is meant for academic purpose. You're kindly requested to answer these questions honestly and precisely as possible.

Designation of the respondent……………………………

1. What do you know about Change Management?

2. Are you comfortable in adopting new modes or methods in management?

3. How ready were you as a leadership to take over health care function in the devolved system?

4. What leadership challenges did you face while implementing change in the devolved public healthcare system in public hospitals in Kisumu County, Kenya

5. How did you address the challenges?

6. How have attitudes and beliefs held by your staff fostered or impeded delivery of devolved healthcare in Kisumu County?

7. How do you analyze the gaps between the current state and the objectives of devolution health care services in Kisumu County?

8. How efficient and prompt is the flow of information from your office to and from the lower levels in regards to issues touching on staff as well as service delivery

9. Have you adopted the devolved HRM (Human Resources for Health) policy guidelines?

10. Comment on the expected support from the national government and that has impacted on the devolution of public healthcare in Kisumu County

11. What change management measures do you have in place for smooth uptake and implementation of any new policies?

12. What are the change management practices adoptable in devolution?

13. Were all Health workers and stakeholders in the health care sector informed about the devolution process of health care services?

14. Were Health care workers and stakeholders trained before implementing the devolution process of health care services?

15. Which issues were raised by health workers and stakeholders during the devolution process of health care services?