

CHANGE MANAGEMENT PRACTICES BY THE KENYA

ROAD AUTHORITIES

BY

STEPHEN KIRAGU KIHARA

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION DEGREE, SCHOOL OF
BUSINESS, UNIVERSITY OF NAIROBI.**

SEPTEMBER: 2010

DECLARATION

I hereby declare that this is my original work and has not been submitted to any other academic body.

Student

Sign:  Date 12/11/2010

Stephen Kiragu Kihara, D61/7009/2007

Supervisor

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

Sign:  Date 12-11-2010

Jeremiah Kagwe

ACKNOWLEDGEMENT

The completion of this project was not easy. It was not created by the author alone, but relied on the cooperative assistance of many unseen hands. First and foremost I owe special thanks to God Almighty for seeing me through. I sincerely acknowledge my supervisor Jeremiah Kagwe of the University of Nairobi, School of Business for his enabling support and guidance, his never ending patience, good eye and sharp mind.

I will forever be grateful to my wife Agnes Kiragu for inspiring me to start this program and giving me all the support I needed throughout the course. Agnes you have been a great source of emotional strength. Special gratitude to my two children Kevin and Collins for bearing with me when I was pre occupied with this study.

I would also like to acknowledge the encouragement from all my colleagues and my MBA classmates, friends and relatives whose remarkable devotion and dedication throughout the project work was incredible. May God bless the work of their hands!

DEDICATION

This research study is dedicated to my wife Agnes and my two sons for the tireless sacrifices of their precious family time throughout the entire MBA program and especially during this research project.

Table of Contents

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF TABLE	viii
LIST OF FIGURE	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Organizational Change.....	3
1.1.2 Change Management Practices	5
1.1.3 The Road Authorities of Kenya	6
1.2 Statement of the Problem	7
2.1 Introduction	11
2.2 Concept Change	11
2.3 Theories of Change management	12
2.4. Change Management.....	14
2.5 Change Management practices.....	15
2.6 Factors Influencing Change Management.....	18
2.7 Resistance to Change	21
CHAPTER THREE: RESEARCH METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design	23

3.3 Target Population	23
3.4 Data Collection.....	24
3.5 Data Analysis	24

CHAPTER FOUR:DATA ANALYSIS AND INTERPRETATION OF FINDINGS25

4.1 Introduction	25
4.2 General information	25
4.3.1 Parties involved in Managing the Changes experienced in Road Authorities.....	28
4.3.2 The Change Management Practices.....	30
4.3.3 Consequences of the Changes in Management practices in Roads Authorities in Kenya	32
4.3.4 Extent to which following activities changed due to Change Management Practices adopted in the Road Authority.....	33

CHAPTER FIVE:DISCUSSION, CONCLUSION AND RECOMMENDATION37

5.0 Introduction	37
5.1.1 The Change Management Practices that have been implemented in the Road Authorities in Kenya.....	38
5.1.3 Effects of Change Management Practices	39
5.1.4 Change Management Practices adopted in the Road Authority.	39
5.1.5 Other factors affecting Change Management Practices.....	40
5.2 Conclusion.....	41
5.3 Recommendations	43
5.2 Limitations of the study	41
5.3 Recommendations for further Research.....	43

REFERENCES45

APPEDIX 1: QUESTIONNAIRE48

LIST OF TABLES

Table 4. 1.Road Authority the Respondent Worked in	25
Table 4. 2: Respondent's designation.....	26
Table 4. 3 : Working period.....	26
Table 4. 4: Extent to which factors influencing Change Management Practices in Road Authorities in Kenya.....	28
Table 4. 5:The Change Management Practices that have been implemented in the Road Authorities in Kenya.....	30
Table 4. 6: Extent to which the following principles of Change Management are emphasized in Roads Authorities.	32
Table 4. 7: The extent the following factors affect the selection of Change Management Practices in Kenya Road Authority.	34
Table 4. 8V: Resistance to changes	35

LIST OF FIGURES

Figure 4. 1:Division in the Kenya Road Authority Respondents works in.	27
---	----

ABSTRACT

Change management practices in the Kenya Roads Authorities will be viewed in terms of its effects at the individual, group, and agency, and society, national or international level. This study seeks to examine the change management practices in the Kenya Road Authorities. The objectives of the study were to examine the change management practices adopted by Kenya Roads Authorities and to examine the factors affecting the selection of a change management practices.

The descriptive survey design was deemed to portray clear pictures of what change management practices has been adopted in the Kenya Roads Authorities. The population for this study were the three Kenya Road Authorities, which comprise of Kenya National Highways Authority, the Kenya Rural Roads Authority and Kenya Urban Roads Authority. The study used primary data which was collected using designed questionnaire

From the findings, the study concludes that factors that influenced the adoption of change management practices in the Kenya Road Authorities included need for performance improvement, cost reduction and communication means influence adoption of change management practices to a level of staff involvement in the process, technological advancement and training of the employees Strategic choice. The demand for better roads and change in the environment and the needs of all stakeholders including road users, investors and financiers has also influenced change management practices in the Kenya Road Authorities.

The study concludes that staff degree of resistance, resources availability in the Authorities influences the selections of the change management practices to a very great extent. Other factor that further influence change management practices include political interference, lack of trust in the change by staff and the time frame. Management needs to explain the reasons for and means of change management practices to win the support of the staff in the Kenya Road Authorities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In today's globalising economy competition is getting more and fiercer. That means it becomes more difficult for products and services to differentiate themselves from other offerings than ever before. Not only is the number of competitive offerings rising due to globalisation of production, sourcing, logistics and access to information. Many products and services face new competition from substitutes and from completely new offerings or bundles from industry outsiders. Since product differences are closed at an increasing speed and many companies try to win the battle for customers by price reductions, products and services tend to become commodities (Duck 2000).

The change in management process in any organization normally happens due to the awareness of the need for change. In the recent years especially, the nature of change has increased in degree and pace. In this regard, an organization has first to identify the factors that have created this necessity for change, identify their characteristics and then determine how the changes will be done. The factors that contribute to change range from cost reduction, redundancies, technological, cultural change and performance improvement (Doyle, 2002)

Organizational change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant et al., 2005). "Between the lines" a particular practice is primarily about power and control, dominance and supremacy, whose access to resources will be enlarged or reduced. On the one hand, this struggle for supremacy, power and control is about personal interests. For example, senior managers are well aware of the fact that initiating a new change initiative can, irrespective of the factual outcomes for the organization, increase their credibility (Staw and Epstein, 2000) and their market value outside the organization as well as their position and influence inside the organization.

Economic recovery and sustained growth is acknowledged as the mechanism by which the lives of Kenyans will be improved and the indicators identified in the Millennium Development Goals achieved. A vibrant transport sector is a key pillar of economic growth. In Kenya, road transport is the predominant mode of transport. The road network has for a long period not been in the condition that is required to promote and spur economic growth. The Government, having reviewed the various options over recent years finally implemented a complete restructuring of the roads sub-sector as a measure to provide an improved and better roads network system. Government underscored its strategic perspective that efficient and effective public service management through adopting crucial framework for achieving rapid and sustained economic growth and poverty reduction, which is the goal of our Economic Recovery Strategy (ERS) for Wealth and Employment Creation. The Government therefore sought to carry out a change management programs to transforms the Public Service from process oriented, process and entitlements, control, unnecessary bureaucratic practices, inward considerations and being risk averse to targeted results, delegation, enabling and empowering speedy delivery of services/service charters, citizen/client focussed service and risk management. It is for this reason that management in roads construction must prepare and anticipate the likely reactions of staffs and determine how to deal with them. The different perceptions to change come because of the difference in the background of government staff and their perception of the change outcome in the government structures (Public Sector Reform and Institutional Capacity Building Kenya Consultative Group Paper, 2005).

Change management practices in the Kenya roads authorities can be viewed in terms of its effects at the individual, group, and agency, and society, national or international level. (Pollit, 1990) Perception refers to the way organization views things or simply our attitude towards things or people. In the past, government staff's feelings in Kenya roads authorities and contribution to the government was not viewed as very important. In the due course, change management is viewed as a critical tool for success. This helps the government to understand the importance of employees to an organization and the

approach the government should adopt with them even when affecting any kind of change in the Kenya roads Authorities management (Grant, 2005).

1.1.1 Organizational Change

Organisational change has been defined differently by different scholars. Schein (1970) defined organizational change as an induction of new patterns of action, belief, and attitudes among substantial segments of a population. DeBettignies and Boddewyn (1971) see change as the process of adaptation by the organization to changing internal and external circumstances. Bigelow (1980) discussed organizational change more in terms of the time it requires: Evolutionary change may occur through a series of intermediate incremental changes extending over a period of years or decades, while revolutionary change may occur rapidly, over a period of months or days. Kanter (1983) acknowledged the elusiveness of change and emphasized the idea of innovation. She believes that change involves the crystallization of new action possibilities for example new policies, behaviors, patterns, methodologies, products, or market ideas based on reconceptualized patterns in the organization. Thichy (1983) defined organizational change as strategic change. This type of change is a nonroutine, no incremental and discontinuous change which alters the overall orientation of the organization and/or components of the organization. When change management practices are properly managed, the organization is led through uncertainty via the decisions of leadership in the technical, political, and cultural areas.

Ackerman (1986) defined organizational change in three categories: Developmental change, transitional change, and transformational change. While developmental change leads to improvements of the currently existing status quo (the aim is to do more or to do things better), transitional change leads to the implementation of a known new state and requires rearranging or dismantling old operating methods. Transformational change goes much further in that it leads to the emergence of a new state, unknown until it takes shape. This type of change is more profound and traumatic. Jick (1993) believes that change in its broadest sense is a planned or unplanned response to pressures and forces, in particular technological, economic, social, regulatory, political, and competitive forces.

He sees organizational change as an important issue because simultaneous, unpredictable, and turbulent pressures have become more the norm than the exception. Moreover, on a global scale, these forces multiply. Jick (1993) believes that pressures that provoke change can be considered either obstacles or challenges, either threats or opportunities. They can elicit shocking and paralyzing frustration and despair or mobilize great energy that leads to renewal and growth. It appears that the reactions solely depend on how people in organizations interpret the forces and pressures surrounding them, and how they react to them

Change revolves around the process of the subjectization of substance, the appropriation of a universal signifier by a particular content, which takes place through the displacement of some momentary central connotation of a signifier by a formerly peripheral predicate, “a subordinated moment of its totality, which installs itself as the new totalizing principle (Boonstra, Bennebroek and Gravenhorst 1998). As to democracy, change is precisely embodied in the violent and explosive egalitarian uprising of those in society who have not established place in the social edifice, the “part of no-part”, unsettling the established order by claiming to be the (new) center of the empty principle of universality: The field of organisational change is one ripe for a critical setting of competing views. One of the main differences in these broad competing views is the one which separates the theoreticians from the practitioners, (Duck, 2000).

The practitioners, who ascribe to the large consulting firm model of organizational change (Miles, 1997), are seen as advocating the rational-linear view of organisational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organisational change). It is commonly observed among the advocates of the rational-linear view of organisational change that there is an optimum solution for organising labour, raw materials and capital and for adopting new organisational practices (Church *et al.*, 1994). Within this view, the focus has been primarily on the contingencies necessary for the success and effectiveness of implementing organisational change. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotter, 1995; Tushman *et*

al., 1997), present an ideal model of what happens in organisations at different points in time or in different contexts.

1.1.2 Change Management Practices

Change management in organization is usually required when changes occur to the environment in which an organization operates. Change has been classified in many different ways. Most theorists classify change according to the type or the rate of change required and this is often referred to as the substance of change. Bateman (1999) proposes a broad definition for the amount of change which he argues may be either incremental or transformational. Bate maintains that incremental change occurs when an organisation makes a relatively minor change to its technology, processes or structure whereas transformational change occurs when radical changes programmes are implemented. Bate also argues that modern organisations are subject to continual environmental change and consequently they must constantly change to realign themselves.

Change programs and projects have to make sense from the beginning, when the actual idea of change came in to place. The feeling that a change is right for a company and the necessary sense of urgency to secure its realization will only occur if it is clear that the change has been tailored to the company and its particular business situation (Boonstra 2003). Change is only possible when it is contextualized against the backdrop of a company's particular past and presents (Pettigrew 1987).

They argue that rapid and constant changes in the external environment require appropriate responses from organisations which in turn force them to develop an understanding of their strategy, structure, systems, people, style and culture and how these can affect the change process (Wilson 1992). This has in turn led to a requirement for a 'bottom-up' approach to planning and implementing change within an organisation. The rapid rate and amount of environmental change has prevented senior managers from effectively monitoring the business environment to decide upon appropriate organisational responses.

Pettigrew and Whipp (1993) maintain that emergent change involves linking action by people at all levels of a business. Therefore, with an emergent approach to change, the responsibility for organisational change is devolved and managers must take a more enabling rather than controlling approach to managing. Although the proponents of emergent change may have different perspectives there are, nevertheless, some common themes that relate them all. Change is a continuous process aimed at aligning an organisation with its environment and it is best achieved through many small-scale incremental changes which, over time, can amount to a major organisational transformation.

The prevailing poor state of Kenyan roads is a result of many years of inadequate financing and maintenance .The Government through the ERS has put into place an ambitious programme for economic growth and sustainable development in all sectors with a special focus on agriculture, industry, tourism and regional trade. This has effective implementation of financial and administrative needs of the road networks which had been increased steadily over the years .The policies contained in the creation of the Kenya Roads Authorities addressed the needs of all stakeholders including road users, investors and financiers while at the same time recognizing that the roads sub-sector requires consistent and sustained wide-ranging reforms that can be put into practice by adoption of a more businesslike approach to management in roads sub-sector.

1.1.3 The Road Authorities of Kenya

The Road Authorities of Kenya are under the Ministry of Roads. The Ministry is charged with the responsibility of providing basic infrastructure facilities to the public. These infrastructural facilities include; development, rehabilitation and maintenance of the road network in the country. The Ministry's mission is to facilitate provision and maintenance of quality infrastructure mainly in roads, and other road works so as to promote and sustain socio-economic development and its vision is to achieve and sustain excellence in roads to support social-economic needs and aspirations. Its functions include; national roads development policy, Development, Standardization or rehabilitation, Maintenance

and protection of road networks, materials testing and advice on usage. There are also registrations of roads contractors, capacity building in infrastructure sector, standardization of vehicles, plants and equipments.

Kenya Road Authorities comprises of; Kenya National Highways Authority (for A, B and C roads), the Kenya Rural Roads Authority (for D to W roads) and Kenya Urban Roads Authority (for Roads in urban areas).The three Authorities are State Corporations established under the Kenya Roads Act, 2007. The roles of these Road Authorities in Kenya is to maintain, rehabilitate and develop such categories of roads as specified in the Kenya roads Act 2007 and to perform such additional functions as the Minister may, from time to time assign.

In the execution of their functions the Road Authorities ensures that the development, rehabilitation and maintenance of the road network are consistent with the economy and set standards and that its operations are conducted efficiently, economically and with due regard to safety. The Roads Authorities also ensures that financial administration is conducted in accordance with the provisions of the Act and regulations made thereunder.

1.2 Statement of the Problem

There is convincing empirical evidence that change management practices is on the agenda not in industrialized Western nations such as USA and Canada, as well as many industrialized and even developing countries in Asia and Africa (Haque, 1999). It is a “global phenomenon (Kirkpatrick *et al.*, 2005). There is evidence to suggest that the universal model of change management is inadequate to describe the diversity of approaches actually used by state (Chapman, 2005). The ADKAR model is a more explicit about change management and establishing stability only happens when the new changes are well managed and practiced.

It has been proposed that the public sector experiences greater difficulties in regard to implementing corporate change than the private sector and that this is caused by the unique environment in which the public sector operates, for example, the need to deliver bureaucratically impartial outcomes (Doyle *et al.*, 2000). To meet the challenges of a

global economy and the increasing public demand for a smaller but more responsive government, public sector organisations have been required to transform. This transformation has been greater than any shift experienced in the private sector starting, as it was, from a traditional bureaucratic base, where services were provided based on social values and equity (Doyle *et al.*, 2000).

Many states have been experiencing both an increased highway construction program and a reduction in the amount of construction project staff that are available to administer these projects and therefore the need for strategy adoption for foresee success of road constructions in the country. There are options for creating an enabling environment for the construction industry, which lead to more involvement of private contractors and consultants in improved management of Road assets. The process, which is of particular importance for economies in transition, begins with separating the functions of strategic planning and management from strategy implementation of road works (Aaker, 1992).

Recently it has been observed change programs in the Kenyan government and particularly in roads authorities' management. Demand for more changes in the Roads sub-sector became inevitable as the need for better roads became evident as a measure to accelerate economic growth. The Kenya Government finally came up with the Kenya Roads Act 2007 Act which created the three Roads Authorities that is Kenya National Highways Authority, Kenya Rural Roads Authority and Kenya Urban Roads Authority.

The Kenya Road Authorities' acceptance, attention, effective change government agents as well as momentum and sustainability are all key in implementations of change management practices (Boonstra, 2003). As Road Authorities continue to experience even the slightest change, management must ensure that staff view that change process as a priority, beneficial, permanently present and that key information is not lost within the chain. The change management practices adopted by the road authorities includes devolvement of funds, involvement of staff in implementing change management practices, improve supervision, road policy implementation, enhance preservation of existing road assets, roads furniture, increase accessibility and improving the condition

of roads, including reducing congestion on urban roads by increasing capacity and ensuring adherence to the rule and guidelines on axle load controls as prescribe in the Traffic act. Other key areas of attention in change management practice in the Road Authorities include; effective branding, in-depth personnel, top management communication and demonstrative and regular monitoring.

Recent studies in change management practices have also been done in Kenya. Miyumo (2003) carried out a study on a survey of change management practices in TQM implementation. A survey of ISO 9000 certified firms in Kenya, Kasima (2004) the change management practices and resistance to change in multinational oil companies in Kenya, Karanja (2005) investigated change management practices adopted by the City Council of Nairobi. There has been restructuring of management and maintenance of roads which has enhanced the road authorities to achieve their goals. This is well defined in the Vision and Mission which are Provision of world class roads for quality and safe usage and to facilitate provision and maintenance of quality roads for sustainable socio-economic development respectively. Due to current reforms that had been undertaken, there is a need for a study to be carried out to investigate what change management practices that had been undertaken in Kenya Road Authorities. This study therefore seeks to bridge the gap that exists by investigating change management practices in Kenya Roads Authorities by answering the following questions.

- i. Which are the change management practices adopted by Kenya Roads Authorities?
- ii. Which are the factors affecting the selection of a change management practices in Kenya Roads Authorities?

1.3 Objectives of the Study

The objectives of this study will be;

- i. To examine the change management practices adopted by Kenya Roads Authorities

- ii. To examine the factors affecting the selection of a change management practices.

1.4 Importance of the Study

This research study will be of a great importance to Kenya Road Authorities as it will outline change management practices that can be adopted in the other sectors of the economy. The study will also outline the factors that affect the selection of change management practices in Kenya Road Authorities. The study would be significant to other public state corporations whose business lies on improved services delivery for customer satisfaction. It would assist the parastatal in pointing out best practices to be adopted in addressing and achieving priority needs.

The study would also help the institutions in formulating a policy on areas that necessitate strategy implementation in organizations. The study would also provide a platform for further research in the area of change management and in particular the practices that would contribute to success in government parastatal. In the academic field, future researchers can use the study as a reference point if one is researching on change management and related topics.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the past studies on the factors influencing change management practices in organizations. The specific areas covered here are change, change management, change management practices, factors influencing changes management and challenges of implementing change.

2.2 Concept Change

Change is any planned or unplanned transition from one state to another. Change could be biological, chemical, physical or strategic. Strategic change is a long term in nature, which effects the entire organization and aims at achieving effectiveness. Operational change on the other hand is short term in nature, effects sections of the organization and focus on efficiency.

A formal approach for managing change must begin with the leadership team and then engaging key stakeholders. The leaders should be developed early, and adapted often as change moves through the organization. This demands as much data collection and analysis, planning, and implementation discipline as does a redesign of strategy, systems, or processes. The change-management approach should be fully integrated into program design and decision making, both informing and enabling strategic direction. It should be based on a realistic assessment of the organization's history, readiness, and capacity to change (Ansoff and Igor, 2005).

Human actions are conditioned by expected consequences and behavior is influenced by external stimuli. Second there is the group dynamics school, which argues that the individuals' behavior is a function of group environment. Individuals behave in a way that conforms to group pressure, norms, roles and values. Change focus in such a case should be on influencing group norms, roles and values to bring about successful strategic change. And third there is the open systems school whose focus is on the entire organization. It sees the organization as being composed of different sub-systems, which

are the goals and values subsystems, the technical sub-system, the psychological sub system and the managerial sub system (Miller,1967). A change in one part of the system has an impact on the part of the system. Change can therefore be achieved by changing the sub systems but one then needs to understand the inter-relationship of the sub systems. In recent dialog concerning organizational change, there has been broad consensus that increasing environmental instability and uncertainty are forcing companies to change continuously (Duck, 2000). However, change itself is a risky, and often haphazard and improvised, process reaching unsatisfactory results in many companies, sometimes even leaving them worse off than before.

2.3 Theories of Change management

Change is a common thread that runs through all businesses regardless of size, industry and age. Our world is changing fast and, as such, organizations must change quickly too. Organizations that handle change well thrive, whilst those that do not may struggle to survive. The concept of "change management" is a familiar one in most businesses today. But, how businesses manage change (and how successful they are at it) varies enormously depending on the nature of the business, the change and the people involved. The key part of this depends on how far people within it understand the change process. One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the 1950s, and still holds true today. His model the Unfreeze – Change – Refreeze, refers to the three-stage process of change he describes. Lewin recognized three stages of change, which are still widely used today: unfreeze, transition, and refreeze. In order to overcome this frozen state, state must initiate an unfreeze period, which is done through motivation (Mind Tools, 2007). Motivation is important in any organization, even when it is not changing. The transition period is when the change is occurring, which is a voyage and not a step. The transition period takes time because people do not like change. This is when leadership is critical for the change process to work. Another important part of this stage is the reassurance that this is good for the company as well as the employees. At the end of the transitional voyage, comes the next

stage: refreeze (Syque, 2007). This is the stage where the company once again becomes stable (Syque, 2007).

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. For example, Awareness of the business reasons for change is a goal of early communications related to a business change. Desire to engage and participate in the change is the goal of sponsorship and resistance management. Knowledge about how to change is the goal of training and coaching. By identifying the required outcomes or goals of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of their work. The goals or outcomes defined by ADKAR are sequential and cumulative. An individual must obtain each element in sequence in order for a change to be implemented and sustained. The ADKAR model has the ability to identify why changes are not working and help you take the necessary steps to make the change successful. You will be able to break down the change into parts, understand where the change is

The third model is the Kotter's Eight Step Change Model. There are eight steps in this model. The first step is to create urgency for change where firms have to convince the employees that the change in the organization is necessary for the company to survive and management must communicate that the change is achievable without any detrimental effects on their jobs. The next step is to build a team for the change, which has to be of some respected employees within the company (Rose, 2002). The third step is to construct the vision, which will show clear direction to how the change will better the future of the company and their jobs (Rose, 2002). The fourth step is to communicate the vision in order for the vision to work it must be fully understood by the employees, which means that it is necessary for the leaders of the change group to follow this vision (Rose, 2002). The fifth step is to empower the employees to execute the change. It is still

important that the management follow the same guidelines as the employees are too (Rose, 2002). By creating short term goals, we assist the employees to accept the change by showing them progress (Rose, 2002). Rewards are very important at this step also (Rose, 2002). The seventh step is about persistence because we should influence more change even after the short term goals are met or the original plan for change will cease and die (Rose, 2002). The final step is to make the change permanent by moving fitting it into the company's culture and practices, such as promotion (Chapman, 2006). For the purpose of this study Kotter Model was adopted as it creates view of substantial change needed for the help ease the change in the government sectors.

2.4. Change Management

All organizations are currently undergoing some type of change. Many of these change programmes arise from organized management strategies such as culture change, business process engineering, empowerment and total quality. Other change initiatives are driven by the need for organizations to reposition themselves in the face of changing competitive conditions. Strategic change often involves radical transitions within an organization and encompasses strategy, structure, systems, processes and culture (Kanter, 1999). The track record of success in bringing about strategic change within most organizations has been poor in most organizations since many simply fail to grasp they are performing an implementation which actually means turning plans into reality rather than formulation that is hard to achieve.

For strategic intent to become a reality, it is necessary to change the way in which individuals within an organization behave. This requires more than restructuring and new systems there are three issues that managers leading change need to address since any major change requires a shift in the underlying culture of the organization and therefore the attitudes and behaviors of the employees. Many change initiatives stumble because they fail to deliver this shift by addressing the cultural and political reality of organizations (Parker, and Bradley,. (2000). This occurs because there is a misunderstanding about the nature of culture in organizations; how difficult it is to

change culture; the wide range of interventions that are required if a cultural shift is to be achieved.

For change implementation efforts to be successful, they need to be designed to fit the organizational context, that is, they need to be context sensitive. All too often, because of the complex nature of change, organizations attempt to pull down off the shelf solutions or recipes which they have seen work in other contexts, but which are inappropriate to their context of operation. Change is about changing people, not organizations. Organizations change when the managers and employees change their way of doing business. It is necessary to recognize that employees are an intrinsic part of the change process (Chandler, 2003).

2.5 Change Management Practices

During the late twentieth century, governments and institutions have been faced with an emerging public conviction that public sectors are too large and inefficient (Capling et al., 1998). In response to such pressure and faced with a more complex operating environment, public sectors have been reformed by adopting managerial principles grouped under the rubric of new firm management practices (Hood, 1991). These principles are aimed at changing the private and public sector in three areas, summarized by Maor (1999) as first, a change from hierarchical to economically-based structures, second from regulative to economically-based processes and third, from legally based to economically-based values.

In seeking to achieve these goals, these sectors have employed various means such as downsizing, devolution of managerial responsibility (Yeatman, 1994) and introducing change in management methods as total quality management and reengineering (O'Donnell, 1996). Many of these practices first emerged in the private sector with the result that the public sector has moved increasingly to resemble its private sector counterparts. DiMaggio and Powell (1983) describe this trend as a process of engaging in isomorphic behavior. The extent to which such practices have been adopted has

significantly varied between, not only public sectors of various countries, but institutions within those countries

Change processes are by nature complex, but they must have clear priorities in order to be manageable. Excessive complexity and an inconsistent focus are deadly to programs excitability, especially to a company's wide program. As they ask themselves what the right change would be, companies must systematically define what the focal points of the change will entail and what, as a result, those focal points will not entail. Another critical factor for the success of a change process is top management credibility (Parker and Bradley 2000). As they design the change, a company's top management must ask, 'What can we credibly implement?', 'What change can we really commit to?' and 'What type of change will fit our style so that we will be able to support it authentically and wholeheartedly later?'

Change programs and projects have to make sense from the beginning, when the actual idea of change came into place. The feeling that a change is right for a company and the necessary sense of urgency to secure its realization will only occur if it is clear that the change has been tailored to the company and its particular business situation Bruch and Ghoshal (2003). Change is only possible when it is contextualized against the backdrop of a company's particular past and present Pettigrew (1987).

Change processes are only successful if they fit a company's current culture. Traditions, norms and shared values within a company must be included in the deliberations regarding the selection of a change program. Certain change processes cannot be executed in more bureaucratic cultures, while other types of processes simply are not compatible with team oriented or both innovative, dynamic organization Bruch and Ghoshal (2004). In addition the basic process of designing the program for a particular change should also account for a company's energy. Different types of change program will be effective with companies characterized by comfortable inertia than the companies with other type of energy, such as change tiredness, high productive energy or designative inertia.

Management Decisions and the doing the Change Right Once the question of which change program is right for a company at a particular point in time has been answered, the management must also systematically make decisions that will ensure that the change will be implemented successfully and have a permanent impact. Acceptance, attention, effective change agents as well as momentum and sustainability are all key in this regard Kotter (1996). Without these factors, change process will not be put in motion, make headway only with great difficulty or have even negligible impact (Duck, 1993).

One key factor for implementing change is having the right people to sell, implement, and drive the program from the start to finish. One of the reasons change processes fail is because companies underestimate the importance of the individuals involved in the change and their interaction Kotter (1996). Change management loses momentum when a company does not address the issue of its own organization energy. Organizational energy reflects the extent to which a company has mobilized its potential in pursuit of its goals Bruch and Ghoshal (2003, 2004). Problems associated with energy during change manifest themselves as either insufficient urgency during the beginning phases of, a loss in momentum during or the reversal of positive impact after a change program.

Change initiatives in turbulent environments are filled with un-expected transitions that managers must deal with to secure change effort Brown and Eisenhardt (1998). Three things can be done to avert these typical pitfalls. First, the required urgency for initiating a change can be achieved through a large number of visible, tangible activities such as consultations. Second, the primary means for maintaining momentum for a change is to strategically revitalize and refocus on the change. Third, integrating the result of the change into existing organization structures and systems should safeguard the long term impact of a change

Management needs to explain the reasons for and means of strategic change to win the support of everyone in the organization. Pettigrew and Whipp (1993) point out that a change strategy of education and communication is based on the assumption that if people are given the rationale for change, they will see the need for it and therefore accept it. To increase ownership of a decision and change process, and increase

commitment to it, it is crucial to involve those who will be affected by the change to participate in identifying strategic issues, setting the strategic agenda, the strategic decision making process or planning of the strategic change. This leads to better quality of decisions than would have otherwise been achieved. The change agents retain the change process but delegate certain tasks to teams or groups. These teams become involved in the change process and see their work building towards the change process. This is beneficial in that it not only involves members of the organization in idea generation but also in the implementations of solutions (Bruch and Ghoshal 2003).

Management direction could also be used for personal managerial authority to establish a clear future strategy on how change will occur. Direction is usually a top-down management of a strategic change and may be associated with a clear vision or a strategic intent developed by someone recognized as the leader in the organization (Duck, 1993).

Through power coercion which involves imposition of change or the issuing of the edicts about change it is the explicit use of power and may be necessary if the organization is facing crisis situation or rapid transformational change. Change can be implemented in situation where the implementers possess some form of power. According to Burnes, (1996) power strategies are used in situation where the change must be implemented quickly and a few resources are available for programmes of education or negotiation. Change implementers can also use manipulation strategies and as Bowman and Asch (1987) suggest, such strategy could be used to get others in the organization to feel enthusiastic about change. This strategy can be used either through inducement, persuasion, obligation and even coercion.

2.6 Factors Influencing Change Management

This is a core factor that influence change management as described by different authors. Peter Block-Stewardship book describes the traditional values that have been the centerpiece of traditional, patriarchal organizations: control, consistency and predictability. These values dictate that decision making is at the top, leaving the

execution and implementation to the middle and bottom layers of an organization (Bowman and Asch, 1987).

Twenty-five years ago, if state wanted something changed as the government leader of a traditional parastatals, management simply spoke the words. The culture and belief system of the state was more akin to a military structure. The predictable behavior in that situation was compliance to the new government needs. As a leader in the state, management control was typically not questioned and staff understood what was expected of them. The values of control, consistency and predictability created an environment where change was simply a plan to implement or an adjustment to a mechanical system. Although helpful, change management was not a required competency in this environment.

Due to the increased global change and demand to serve citizen increase has seen the need for reforms in movement sectors. . Business leaders has at least embraced Edward Deming's teachings post World-War II, the earliest quality circles from Toyota, Six Sigma from Motorola, Total Quality Management (TQM) from AT&T and Ford, empowered teams, and many others initiatives came to the forefront (Burnes, 1996). Over the course of these 25 years and these improvement strategies, managers have impressed new values and belief systems on employees. The new values include empowerment to make the right decision for the customer, accountability to take ownership and pride in your work, and continuous improvement in looking for ways to improve everything you do. A new culture has evolved in many of today's public sectors where a new generation of employees takes ownership and responsibility for their work, have pride in workmanship and look to improve their work processes, feel empowered to make decisions that improve their product and the level of customer service (Grant, 2005).

The evolution from the traditional values of control, predictability and consistency values that made change relatively simple to implement to the new values focused on accountability, ownership and empowerment have made the implementation of business change more difficult. In many ways, Peter Block's advocacy for this shift has come true.

Employees have been taught to question, analyze their day to day activities, and are rewarded for doing so. Then why would we expect them not to question and resist new change initiatives? The new values of business today require a different approach to the way businesses change. The response of the employee has shifted from “yes, sir” to “why are we doing that” and the change leader must adapt. In some cases of large scale business process change in the early 1990’s, the result was outright failure because business leaders had not shifted their actions to accommodate the new values. (Ansoff and Igor, 2005).

Research with more than 320 projects showed the primary reason for failure in major change initiatives was lack of change management. In other words, the inability to manage the people side of a business change in the presence of a new culture and new values is a major contributor to failed business changes. Failure to manage the human side of change results in inefficient and unsuccessful projects. This leads to inability to realize new business strategies and objectives (Chia and King, 2001).

According to Westwood and Linstead (2001) they argue that this account of organizations and their communication problems is naive because it views language as an explanatory, organizational resource, but refuses to analyze the nature of the language-organization relationship. Thus Westwood and Linstead (2001) suggest that representation list analyses tend to put the cart before the horse; they assume that language is a simple medium whose content, patterns and practices may be made to serve management yet they refuse to consider both the ontological status and the epistemological role of language. This is an issue taken up by (Chia and King, 2001).

The focus on delivering change and making change stick promotes an anti-dynamic appreciation of change because it encourages practitioners and academics to view organizational change as an outcome or event. (Chia and King, 1998) defines change in terms of stability. Indeed, for Butcher and Atkinson the “effectiveness” of change is defined in a profoundly anti-dynamic sense as an ending, which returns stability to the organization as an institution.

Language of Change has an impact similar to the above factor and if not handled well it will have negative impact. Butcher and Atkinson argue that a significant paradox has emerged in the analysis of change. On one hand, they note, actors and commentators have become more aware of the ways in which language acts to situate the meaning and possibilities of/for change. (Butcher and Atkinson, 2001). To overcome the limitations of this top-down approach the authors argue that there is a need to develop change management practices, which can promote an appreciation of the tactics and processes of change (Grant, 2005).

2.7 Resistance to Change

It is well known that people are, for the most part, resistant to change of any sort. This is especially true in the case of transformational change. In government sectors, many factors come into play, such as fear of the unknown, the possibility of economic insecurity, threats to social relationships, and failure to recognize the need for change (Nadler, 1988). Such reasons will result in change that is ultimately stamped out and equilibrium returned, unless state leaders as change agents step in to facilitate acceptance of the change. Management should include effective reforms, in-depth, personal, top management communication and demonstrative and regular monitoring.

Insufficient acceptance is often considered to be the major source of resistance within organizations and the key reasons why change initiatives fail and persists to haunt even in future. Well thought out acceptance within employers and employees is based on an approach that integrates everyone involved in a way that promotes commitment and desire to change (Schein, 1993). As organizations continue to experience changes even the slightest, management must ensure that employees see that the change process has priority, is beneficial, and is permanently present and that key information is not lost within the chain. Therefore the key levers of attention management include effective branding, in depth, personal, top management communication and demonstrative, regular monitoring (Davenport and Beck 2000).

Another issue of importance in change theory is the difference between how the government sectors looks at present and how it is expected to look after the change. The importance of identifying state parameters prior to change has been noted in only a few cases. Cameron et al. (1993) discusses “organizational readiness” for change. Depending on the existing culture and the degree to which a change differs from that culture and public sector may be more or less ready for such a change. Tichy and Devanna (1986) discuss “creating a need for change”; in effect, opening up the government culture to be receptive to the change. Resistance to change is especially relevant if the vision of a change agent differs from the values and beliefs of the existing organizational culture. If that is the case, then cultural issues in the government sector must be addressed (Schein, 1991). This is the part of the process that is easy to overlook in major change efforts in organizations. If the government traditions fail to assimilate the vision and its implications, desired change will never become accepted and will ultimately not achieve the set goals and objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involved a blueprint for the collection, measurement and analysis of data. In this section the research identified the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections included; research design, target population, data collection and finally data analysis.

3.2 Research Design

The design of this research was descriptive survey research. A descriptive survey research sought to obtain information that described existing phenomena by asking individuals about their perceptions, attitude, behavior or values (Mugenda and Mugenda 2003). Descriptive research portrays an accurate profile of persons, events, or situations. This design described the characteristic of the population or phenomenon. It will generate detailed information regarding the key aspects in order to develop a profile of the phenomenon. Facts will be generated from experiences and observations. The design was deemed to portray clear pictures of what change management practices has been adopted in the Kenya Roads Authorities.

3.3 Target Population

According to Ngechu (2004), a population is defined as a set of people, services, elements, and events, group of things or households that are being investigated. The population for this study were the three Kenya Road Authorities, which comprise of Kenya National Highways Authority, the Kenya Rural Roads Authority and Kenya Urban Roads Authority.

3.4 Data Collection

The researcher developed the structured and unstructured questionnaire instruments which were used to collect the necessary information. A questionnaire is a data collection instrument that sets out in a formal way the questions designed to elicit the desired information. The questionnaire contained the questions which were both closed ended and also a few open ended. These types of questions were accompanied by a list of possible alternatives from which respondents was required to select the answer that best describes the situation. The main advantage of close ended questions was that they are easier to analyze since they are in an immediate usable form. They were easy to administer because each item was followed by an alternative answers and was economical to use in terms of time saving.

The data collected was primary data using the designed questionnaire. The questionnaire was administered through drop and pick to 36 respondents from the three road authorities comprising three Director Generals, 12 General Managers, 18 Region Managers and 3 planning managers. The questionnaires were equally distributed between the three Authorities.

3.5 Data Analysis

The collected data was well examined and checked for completeness and comprehensibility. The data was then summarized, coded and tabulated. Descriptive statistics such as means, standard deviation and frequency distribution were used to analyze quantitative data. Data presentation was done by the use of pie charts, bar charts and graphs, percentages and frequency tables. This ensured that the gathered information is clearly understood by describing what the respondents are saying. Qualitative data was analysed using content analysis and presented in prose form.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the data analysis and interpretation. From the study, the target respondents were 36, 30 respondents responded and returned the questionnaire .This constituted 83.3% response rate.

4.2 General information

Table 4. 1.Road Authority the Respondent Worked in

Road Authorities	Frequency	Percent
Kenya National Highways Authority	12	40.0
Kenya Rural Roads Authority	8	26.7
Kenya Urban Roads Authority	10	33.3
Total	30	100

Source: Author (2010)

The respondents were requested to indicate the road authority they were working in. From the findings 40.0% of the respondents were working in the Kenya National Highways Authority who were the majority, 33.3% were working in the Kenya Urban Roads Authority while 26.7% of the respondents were working in the Kenya Rural Road Authority .This clearly indicated that the information on change management practices in Kenya Road Authorities was collected from the relevant respondents as required to answer the research questions.

Table 4. 2: Respondent's designation

Designation	Frequency	Percent
Director General	2	6.7
General Manager	10	33.3
Regional Manager	16	53.3
Planning Manager	2	6.7
Total	30	100

Source: Author (2010)

The respondents were requested to indicate their designation in the road authority they were working in. From the findings, 53.3% of the respondents who were the majority were working as Regional managers, 33.3% of the respondents were working in their respective road authorities as general managers, while those working as Director General and planning manager had equal percentage of 6.7% respondents. This implies that the information collected for the study on change management practices in Kenya Road Authorities were collected from the relevant respondents who had experience on reforms that has taken place in the Road Authorities in Kenya.

Table 4. 3 : Working period

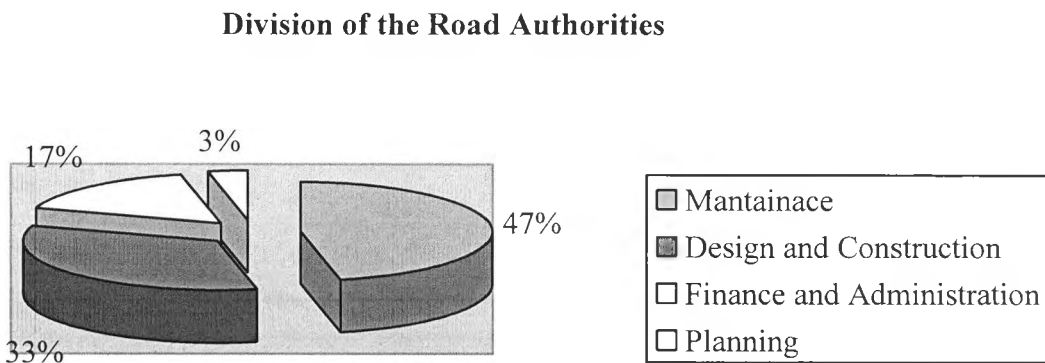
Working period	Frequency	Percent
Below 3years	1	3.0
3 - 5 years	5	17
5 - 10 yeas	24	80
Total	30	100

Source: Author (2010).

The Table 4.3 indicated the period of time the respondents had worked in their respective roads construction sector .From the findings, majority 80 % of the respondents had worked in road construction for over 10 years, 17% of the respondents had worked in road construction sector 5-10 years while 3.0% of the respondents indicated that they had worked in the road constructions sector for 3.5years.This implies that most of the respondents had experience on the change management practices that has taken place in the road construction sector.

Division in the Kenya Road Authority Respondents works in.

Figure 4. 1: Division in the Kenya Road Authorities Respondents works in.



Source: Author (2010)

The respondents were requested to indicate the division in the road Authority they worked in as indicated in indicated in the Figure 4.1. From the finding 46.7% of the respondents were working in the maintenance division, 33.3% of the respondents worked in the division of design and construction, 16.7% of the respondents indicated that they were working in the division of finance and administration while 3.3% of the respondents were working in the planning division.

4.3 Change Management Practices Issues

4.3.1 Parties involved in managing the changes experienced in Road Authorities

The respondents were requested to indicate the parties that were responsible in managing the changes that has been observed in Kenya Roads Authority. From the findings, the Development partners-donors, permanent secretary, board of directors of the three Authorities, accounting officer of the ministry and director general were indicated as the ones involved in managing the changes experienced in road authorities. This implies that relevant people in the Kenya Road Authority were responsible of managing change management practices leading to improvement in the road management, construction and rehabilitation in the country.

Table 4. 4: Extent to which factors influencing change management practices in Road Authorities in Kenya.

	Mean	Standard Deviation
Cost reduction	4.62	0.36
Technological advancement	4.00	0.34
Need for performance improvement	4.66	0.61
Continuously new challenges raised by a more dynamic business environment	3.57	0.83
Training of the employees	3.96	0.94
Dynamic citizen demand	4.65	0.94

Road Authorities employees motivation	3.68	0.69
New requirements from the state (government) regulation	3.87	0.22
Communication means	4.62	0.36
Strategic choice in Road Authorities	3.70	0.67
Level of staff involvement in the process	4.12	0.34
Level of qualification of staff	3.56	0.61

Source: Author (2010)

The respondents were requested to indicate the extent to which the given factors influence change management practices in Kenya Road Authorities as indicated in the figure 4.4. From the findings, majority of the respondents indicated that the need for performance improvement, cost reduction and communication means influence adoption of change management practices to a very great extent as indicated by a mean of 4.66, 4.63 and 4.62 respectively. It was also found that level of staff involvement in the process, technological advancement, training of the employees strategic choice in Road Authorities, new requirements from the state (government) regulation and Road Authorities employees motivation influence change management practices in the Kenya road authorities to a great extent as indicated by a mean of 4.12, 4.00, 3.96, 3.87, 3.70 and 3.68 respectively. It was further found that level of qualification of staff in the Kenya road Authorities influence adoption of change management practices to a great extent as indicated by a mean of 3.56.

This clearly implies that need for performance improvement, cost reduction and communication, level of staff involvement in the process, technological advancement, Training of the employees Strategic choice in Road Authorities, new requirements from

the state (government) regulation and Road Authorities employees motivation influence change management practices in the Kenya Road Authorities

4.3.2 The change management practices

Table 4. 5: The change management practices that have been implemented in the Road Authorities in Kenya

Change Management Practices	Mean	SD deviation
Training of staff to acquire more expertise in their area of specialization	4.62	0.36
Providing a framework for managing the citizen side of change	4.00	0.34
Engaging senior managers as change leaders	4.66	0.61
Building awareness of the need for change	3.57	0.83
Improved disbursement of funds	3.96	0.94
Increase in the funding in road sector	4.65	0.94
Recruitment of high qualified personnel	3.68	0.69
Developing skills and knowledge to support the change	3.87	0.22
Road Authorities employees motivation through rewards and promotion	4.62	0.36
Division in function and structures for the Authorities	3.70	0.67
Adoption of private public partnership	4.12	0.34

Improving road construction equipment	3.56	0.61
Employees taking ownership and responsibility for their work	4.50	

Source: Author (2010)

The respondents were requested to indicate to what extent they agree with the statement the change management practices that have been implemented in the Road Authorities in Kenya as indicated in the Table 4.5. From the findings majority of the respondents strongly agreed that change management practices that has taken place in the Kenya Road Authorities are engaging senior managers as change leaders, training of staff to acquire more expertise in their area of specialization, road authorities employees motivation through rewards and promotion and employees taking ownership and responsibility for their work as indicated by means of 4.66, 4.62 4.61and 4.50 respectively. Most of the respondents agreed that other change management practices that has been adopted in the Kenya Road Authorities includes adoption of private public partnership ,Providing a framework for managing the citizen side of change , Improved disbursement of funds , Developing skills and knowledge to support the change, division in function and structures for the authorities , recruitment of high qualified personnel , increase in the funding in road sector and building awareness of the need for change 4.12, 4.00.3.96,3.87.3.70,3.68,3.65and 3.57 respectively. It clearly indicated that Kenya Road Authorities has improve in services delivery due to adoption of change management practices which includes engaging senior managers as change leaders, training of staff to acquire more expertise in their area of specialization, Road Authorities employees motivation through rewards and promotion and employees taking ownership and responsibility. The study further found that other change management practice that has led to improvement of the efficient and effective road construction are Adoption of private public partnership ,providing a framework for managing the citizen side of change, improved disbursement of funds , developing skills and knowledge to support the change, division in function and structures for the authorities , recruitment of high

qualified personnel , increase in the funding in road sector and building awareness of the need for change.

4.3.3 Consequences of the changes in management practices in Road Authorities in Kenya

The respondents were requested to indicate the consequences or effects of the changes in management practices in Road Authority in Kenya. From the findings the consequences of the change in management adopted by the Kenya Road Authorities were better management road practices which include improve road infrastructure road signs and zebra crossing, redundancy of some staff work force, greater accountability and efficient wage of funds. The study also found that due to improvement of the change management Kenya Road Authorities has improve in efficiency leading to improve road management.

Table 4. 6: Extent to which the following principles of change management are emphasized in Roads Authorities.

	mean	Std dev
Involve everyone in the management	4.72	0.61
Make the formal case	3.68	0.92
Communicate the message	4.65	0.12
Assess the cultural landscape	3.11	0.56
Address the cultural explicitly	3.14	0.85

Source: Author (2010)

The Table 4.6 indicates the response of the respondents on the extent to which the principle of management are emphasized in Kenya Road Authorities. From the finding majority of the respondents indicated that Kenya Road Authorities apply the principle of involving staff in the management and communicating the changes that will occurs in the process of change management in the road Authorities to a very great extent as indicated by a mean of 4.72 and 4.65 respectively. The study also found that Kenya Road Authorities apply the principle of management of making the formal applications of issues to a great extent as indicated by a mean of 3.68. The study further found that Kenya Road Authorities had adopt the principle of assessing the cultural landscape and addressing the cultural explicitly to a moderate extent as indicated by the means of 3.14 and 3.11 respectively. This implies that Kenya Road Authorities do apply the principles of management in adopting change management practices that has taken place in the Authorities.

4.3.4 Extent to which various activities changed due to change management practices adopted in the Road Authority.

The respondents were requested to indicate to what extent change management practices in the Kenya Roads Authority has affected Procurement procedures. From the findings, procurement had reduced the time force, led to Professionalism in road construction, increases supervision and improved disbursement of funds.

The study also found that due to change management practices ,the allocations of funds per financial year has greatly improved particularly during the last three years with 2010/2011-104 billion, 2009/2010- 80billion and 2008/2009- 58 billion. The increase is not due to change in management but due to increased portfolio of projects in the Kenya Road Authorities.

Selection and capacity of contractors have little effect as indicated to have changed though to a certain extent. Change related to change in management in as far as the selection and capacity of contractors is concerned. The respondents indicated that due to

change management practices, only qualified contractors are selected who are deemed fit to offer quality roads services and who will offer their duties professionally.

4.3.5 Factors that affect the selection of change management practices in Kenya Road Authorities.

Table 4. 7: The extent the following factors affect the selection of change management practices in Kenya Road Authorities.

	mean	Std dev
Staff degree of resistance	4.52	0.61
The time frame	3.61	0.92
Expertise needed	3.45	0.12
Resources availability in Road Authorities	4.51	0.56
Political interference	4.14	0.85
Lack of trust in the change by employees	3.56	0.96
Information technology required to implement change program in the road authorities	3.23	0.76

Source: Author (2010)

The respondents were requested to indicate the extent to which the given factors influence selection of change management practices in the Kenya Road Authorities. From the findings majority of the respondents indicated that Staff degree of resistance, Resources availability in road Authorities influence the selections of the change management practices to a very great extent as indicated by a mean of 4.52 and 4.51 respectively. Most of the respondents indicated that Political interference, Lack of trust in

the change by employees and the time frame influence the selection of the change management practices in the Kenya Roads Authorities to a great extent as indicated by a mean of 4.14, 3.61 and 3.56 respectively. Most respondents also indicated that Expertise needed and Information technology required implementing change program in the road authorities influence the selection of change management practices to a moderate extent as indicated by a mean of 3.4 and 3.23 respectively. This clearly indicates that Staff degree of resistance and Resources availability in road Authorities are factors greatly effecting selections of the change management practices in the Kenya Roads Authorities.

4.3.6 Resistance to changes

Table 4. 8: Resistance to changes

Statement	mean	Std dev
Employee resist implementation of change within the Kenya Road Authorities	4.53	0.68
Staff tend to refuse new responsibilities brought about by change in management of the Road Authorities	4.40	0.56
Poor organizational structure causes resistance among some staff in the Kenya Roads Authorities	4.66	0.32
Resistance plays a crucial role in influencing the Kenya Roads Authorities toward greater stability	4.48	0.49

Source: Author (2010).

The respondents were requested to indicate the extent to which they agree with the statement on resistance experience in the Kenya Road Authority. From the findings, majority of the respondents strongly agree that Employee resist implementation of

change within the Kenya Road Authorities and poor organizational structure causes resistance among some staff in the Kenya Road Authorities as indicated by a mean of 4.66 and 4.53 respectively. The study also found that most respondents agreed that Resistance plays a crucial role in influencing the Kenya Road Authorities toward greater stability and that staff tend to refuse new responsibilities brought about by change in management of the Road Authorities as indicated by a mean of 4.48 and 4.40 respectively. This implies that the Kenya Road Authorities has faced challenges in staff resistance during implementation of change management practices

4.4 Other factors affecting change management Practices

The respondents were requested to indicate their opinions on other factors affecting the selection of change management practices in Kenya Road Authorities. From the findings, donor's conditionality's and donor profile as well as the political interference were other factors affecting change management practices. Other factors that were given by the respondents included the cultural diversity, finances, scarcity of human resource and the self interest of different personnel in the Road Authorities. This implies that the selections of change management practices in the Road Authorities are affected by factors such as cultural diversity as well as political interference.

The challenge of staff resistance are addressed within the Kenya Road Authorities by holding regular seminars or workshop funded by change management consultants

CHAPTER FIVE:DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents discussion, conclusion and recommendations of the study based on the objective of the study which was to establish change management practices adopted by the Kenya Road Authorities.

5.2 Discussion

The study established that party responsible in managing the change that has been observed in Kenya Roads Authorities were development partners-donors, permanent secretary, board of directors of the board, accounting officer of the ministry and director general were indicated as the ones involved in managing the changes experienced in Road Authorities. Wilson (1992) indicated that rapid and constant changes in the external environment require appropriate responses from organisations which in turn force change agents to develop an understanding of their strategy, structure, systems, people, style and culture and how these can affect the change process and that the right personnel should be responsible for the occurrence of the change management. This implies that relevant people in the Kenya Road Authorities were responsible of managing change management practices leading to improvement in the road management, construction and rehabilitation in the country.

The study established that there were factors that influence the adoption of change management practices in the Kenya Road Authorities .These included need to improve performance, cost reduction and communication means influence adoption of change management practices to a level of staff involvement in the process, Technological advancement, Training of the employees Strategic choice in Road Authorities, new requirements from the state (government) regulation and Road Authorities employees motivation influence change management practices in the Kenya Road Authorities. Due to the demand for better roads and change in the environment, the Kenya Road

Authorities has to adopt change management practices to address the needs of all stakeholders including road users, investors and financiers while at the same time recognize that the roads sub-sector requires consistent and sustained wide-ranging reforms that can be put into practice by adoption of a more businesslike approach to management in roads sub-sector. Bateman (1999) indicated that incremental change occurs when an organisation makes a relatively minor change to its technology, processes or structure whereas transformational change occurs when radical changes programmes are implemented. Bate (1999) also argues that modern organisations are subject to continual environmental change and consequently they must constantly change to realign themselves. The need for performance improvement, cost reduction and communication, level of staff involvement in the process, technological advancement, training of the employees strategic choice in Road Authorities, new requirements from the state, government regulation influence greatly influence the practice of change management in the Kenya Road Authorities.

5.1.1 The change management practices that have been implemented in the Road Authorities in Kenya

The study also established that change management practices that have taken place in the Kenya Road Authorities were engaging senior managers as change leaders, training of staff to acquire more expertise in their area of specialization, Road Authorities employees' motivation through rewards and promotion and employees taking ownership and responsibility for their work. Other change management practices that has been put up in the Kenya Road Authorities include adoption of private public partnership ,providing a framework for managing the citizen side of change, improved disbursement of funds , developing skills and knowledge to support the change, division in function and structures for the authorities , recruitment of high qualified personnel , increase in the funding in road sector and building awareness of the need for change to reduce resistance by the staff and other challenges.

5.1.3 Effects of change management practices

The respondents were requested to indicate the consequences or effects of the changes in management practices in Road Authorities in Kenya. From the findings the consequences of the change in management adopted by the Kenya Roads Authorities were better management road practices which include improving road infrastructure road signs and Zebra crossing, redundancy of some staff work force, greater accountability and sufficient funds. The study also found that due to improvement of the change management Kenya Road Authority have improved also on efficiency leading to improve road management.

5.1.4 Change Management Practices Adopted in then Kenya Road Authorities.

The study established that various activities were affected in the Kenya Road Authorities to a certain extent. It was discovered that change management practices in the Kenya Road Authorities has affected Procurement procedures. From the findings, procurement had reduced the time force. Change Management practices in the Kenya Road Authorities has also influenced the Professionalism in road construction to a great extent, increases supervision and improved disbursement of funds increase efficient disbursement. The allocations of funds per financial year has greatly expanded particularly during the last three years from Kenya Shillings 58 billion in 2008/2009 financial year to Kshs 80 billion in the 2009/2010 and to Kshs 104 billion in the 2010/2011 financial year 2010/2011-104 billion, 2009/2010- 80billion and 2008/2009- 58 billion. The increase is not due to change in management but due to increased in roads user demand.

Selection and capacity of contractors was also indicated to have affected change though to a certain extent. Change related to change in management in as far as the selection and capacity of contractors is concerned. The respondents indicated that due to change management practices, only qualified contractors are selected who are deemed fit to offer quality roads services and who will offer their duties professionally.

Various factors influence selection of change management to a certain extent. From the findings Staff degree of resistance, resources availability in Road Authorities influence the selections of the change management practices to a very great extent. Other factors that influence change management practices includes political interference, lack of trust in the change by staff and the time frame. According to Nadle (1988) people are, for the most part, resistant to change of any sort due to transformational change. In Kenya Road authorities, many factors come into play, such as fear of the unknown, the possibility of economic insecurity, threats to social relationships, and failure to recognize the need for change. Employee resistance to implementation of change within the Kenya Road Authorities and poor organizational structure causes resistance among some staff. The study found that resistance plays a crucial role in influencing the Kenya Roads Authorities toward greater stability and that staff tend to refuse new responsibilities brought about by change in management of the Roads Authorities. Management needs to explain the reasons for and means of change management practices to win the support of the staff in the Kenya Road Authorities. Pettigrew and Whipp (1993) indicated that change management and communication is based on the assumption that if people are given the rationale for change, they will see the need for it and therefore accept it.

5.1.5 Other factors affecting change management Practices

There are factors that hinder the Kenya Road Authorities from attaining the best out of the implemented change management practices. For example, donor's conditionality's and donor profile as well as the political interference were found to affect change management practices. Other factors included the cultural diversity, finances, scarcity of human resource and the self interest of different personnel in the Road Authorities. This implies that selection of change management practices in the Road Authorities was affected by factors such as cultural diversity as well as political interference. The challenge of staff resistance were addressed within the Kenya Roads Authorities by holding regular seminars/workshop funded by change management consultants

5.2 Conclusion

From the findings, the study concludes that factors that influence the adoption of change management practices in the Kenya Road Authorities included need for performance improvement, cost reduction and communication means influence adoption of change management practices to a level of staff involvement in the process, technological advancement, training of the employees Strategic choice in Road Authorities, new requirements from the state (government) regulations and Road Authorities employees motivation influence change management practices in the Kenya Road Authorities . The study also concludes that change management is also influenced by the demand for better roads and change in the environment, The Kenya Road Authorities had to adopt change management practices to addressed the needs of all stakeholders including road users, investors and financiers while at the same time recognizing that the roads sub-sector requires consistent and sustained wide-ranging reforms that can be put into practice by adoption of a more businesslike approach to management in roads sub-sector .

The study further concludes that the need for performance improvement, cost reduction and communication, level of staff involvement in the process, technological advancement, training of the employees and strategic choice in Road Authorities as well as new requirements from the state, government regulation influence greatly influence the practice of change management in the kenya Road authority.

From the findings , the study concludes that, change that has taken place in the Kenya Road Authorities were through engaging senior managers as change leaders, training of staff to acquire more expertise in their area of specialization, motivation of Road Authorities through rewards and promotion and employees taking ownership and responsibility for their work . Selection and capacity of contractors was also indicated to have change though to a certain extent, change related to change in management practices in as far as the selection and capacity of contractors is concerned. The respondents indicated that due to change management practices, only qualified contractors are selected who are deemed fit to offer quality roads services and who will offer their duties professionally.

The study also concludes that other change management practices that has been put up in the Kenya Road Authorities includes adoption of private public partnership, providing a framework for managing the citizen side of change , improved disbursement of funds , developing skills and knowledge to support the change, division in function and structures for the authorities , recruitment of high qualified personnel, increase in the funding in road sector and building awareness of the need for change to reduce resistance by the staff and other challenges.

The study also concludes that the impact of change management practices in the Kenya Road authorities includes better management of road practices which include improve road infrastructure road signs and Zebra crossing, redundancy of some staff work force, greater accountability and efficient wage of funds. The study also found that due to improvement of the change management Kenya Road Authorities has improved, together with becoming efficient leading to improved road management. The study further concludes that change management practices have led to efficient procurement, which reduced the time force. Change Management practices in the Kenya Road Authorities has also influenced the professionalism in road constructions to a great extent, increases supervision and improved disbursement of funds increase efficient disbursement. The disbursement of funds per financial year has risen particularly during the last three years as follows 2010/2011-104 billion, 2009/2010- 80billion and 2008/2009- 58 billion. The increase is not due to change in management but due to increased portfolio of projects in the Kenya Road Authorities.

Various factors influencing selection of change management to a certain extent The study concludes that staff degree of resistance, resources availability in Road Authorities influence the selections of the change management practices to a very great extent .Other factors that further influence change management practices includes political interference, lack of trust in the change by staff and the time frame .

The study concludes that resistance plays a crucial role in influencing the Kenya Road Authorities toward greater stability and that staff tend to refuse new responsibilities

brought about by change in management of the Roads Authorities. Management needs to explain the reasons for and means of change management practices to win the support of the staff in the Kenya Road Authorities

The study finally concludes that other factors that hinder the Kenya Road Authorities from implementing change programs effectively includes donor's conditionality's and donor profile as well as the political interference were found to affect change management practices. Other factors included the cultural diversity, finances, scarcity of human resource and the self interest of different personnel in the Road Authorities.

5.3 Recommendations

From the findings and conclusion, the study recommends that other organizations should adopt change management practices to improve their performance, enhance greater accountability and efficient wage of funds and enhance efficiency in management. The study recommends that government ownership of a decision and change process as well as increase commitment should be crucial to involve those who will be affected by the change to participate in identifying strategic issues, setting the strategic agenda, the strategic decision making process or planning of the strategic change as this will reduce much challenges when implementing change management practices.

Finally the study recommends that the challenge of staff resistance should be addressed within the Kenya Roads Authorities by holding regular seminars/workshop funded by the government so as to achieve the best out of the Authorities change management practices objectives.

5.4 Limitations of the Study

The main limitation of study was inability to include more government parastatals. This study was limited to a case study and could have included more government institutions so as to provide a more broad based analysis. However, time and finance resource constraints placed this limitation.

The study also faces challenges of time resources limiting the study from collecting information for the study particularly getting the respondent to interview due to their tight schedules. The study also faced challenges on distorted responses due to sensitivity of the information required for the study to achieve its objectives.

The study further faced challenges due to uncooperative respondents in the Roads Authorities. The researcher had to explain to the respondents that the information they were to offer was to be treated confidentially and was to be used for academic purposes only.

5.5 Recommendations for further Research

The study investigated Change Management Practices by the Kenya Road Authorities. A further study should be carried out to investigate the effects of Change Management Practices on the performance of Kenya Road Authorities.

The study further recommends that a study should be carried out to investigate factors that led to resistance to Change Management Practices in the Kenya Road Authorities

REFERENCES

- Ackerman, L. (1986) .Development, transition or transformation”, OD Practitioner, December, pp. 1-8.
- Ansoff & Igor (2005), *Implanting Strategic Management*, Prentice-Hall, Englewood Cliffs, NJ.
- Bateman, T.S.& Crant, J.M. (1999) .Proactive behavior. Meaning, impact, recommendations”, *Business Horizons*, Vol. 42 No. 3, pp. 63-70.
- Boonstra, J. J. (2003). The change capacity of organizations.General assessment and five configurations. *Applied Psychology. An International Review*, 52, 83-105.
- Burnes, B. (1996). *Managing Change: A Strategic Approach to Organisational Dynamics*, London: Pitman
- Butcher, D. & Atkinson, S. (2001).Stealth, secrecy and subversion: the language of change, *Journal of Organizational Change Management*. Vol. 14 No.6, pp.554-69.
- Chandler, A. (2003) .Strategy and Structure: Chapters in the history of industrial enterprise, Doubleday, New York
- Chia, R.& King, I. (2001).*The language of organization theory*. in Westwood, R., Linstead, S. (Eds), *The Language of Organization*, Sage, London,
- De Bettignies, H.C. and Boddewyn, J. (1971) .Introduction to Organizational change. *International Studies of Management and Organization*, Vol. 1 No. 3, pp. 219- 221.
- Doyle, M., Claydon, T& Buchanan, D. (2002).Mixed results, lousy process: the management experience of organizational change. *British Journal of Management*, Vol. 11 pp.59–80.

- Duck, J.D. (1993) *Managing change*. The art of balancing. Harvard Business Review, Vol. 71 No. 6, pp. 109-118.
- Grant, D. (2005). Guest editorial: discourse and organizational change., *Journal of Organizational Change Management*, Vol. 18 No.1, pp.6-15. ISO 9000 certified firms
- Jick, T.D. (1993). *Managing change: Cases and concepts*, Irwin McGraw-Hill, Boston.
- John W, New Y, (2003). *Noel Managing Strategic Change*. Technical, political, and cultural dynamics
- Kasima C (2004) the change management practices & resistance to change in multinational oil companies in Kenya. *Unpublished University of Nairobi MBA Project*
- Koske F.K (2003) .Strategy implementation and its challenges in public corporations. the case of Telkom Kenya ltd. *Unpublished University of Nairobi MBA Project*
- Kotter, J.P. (1996). Leading change: why transformation efforts fail", Harvard Business Review, No. March-April, pp.59-67. *Organization Science*, Vol. 6 No.3, pp.280-321
- Mind T (2007). Lewin's change management model: Understanding the three stages of Change. *Mind Tools Web site*. Retrieved from: <http://www.mindtools.com>
- Mintzberg H & Quinn J B (1991) .The Strategy Process – Concepts, Contexts & Cases. Prentice Hall Inc, Engelwood Cliffs N.J
- Mugenda & Mugenda, (2003), *Research methods Quantitative and qualitative approaches* by Mugenda, Nairobi, Kenya
- Muhia J. K (2005), Change Management Practices Adopted by the city council of Nairobi. *Unpublished University of Nairobi MBA Project*

- Ngechu M (2006), *Understanding the Research Process and Method*, University of Nairobi. Starbright Services Ltd .
- Pettigrew, A. & Whipp, R. (1993). *Understanding the Environment*. In *Managing Change*. Mabey, C. and Mayon-White, B. (Eds.) (London: Open University/Paul Chapman Publishing)
- Pollitt, C. (2000), *Managerialism and the Public Services – the Anglo-Saxon Experience*, Basil Blackwell, Oxford,
- Public Sector Reform and Institutional Capacity Building (2005). *A Paper Presented during the Kenya Consultative Group Meeting held in Nairobi, 11th – 12th April, 2005*
- Schein, E.H. (1970), *Organizational psychology* (2nd ed.), Prentice-Hall, Englewood Cliffs.
- Schein, E.H. (1993), How organizations learn faster? The challenge of entering the green room, *Sloan Management Review*, Winter, pp. 85-92.
- Staw, B.M. & Epstein, L.D. (2000). What bandwagons bring: effects of popular management techniques on corporate performance, reputation, and CEO pay", *Administrative Science Quarterly*, Vol. 45 No.3, pp.523-56.
- Westwood, R& Linstead, S. (2001). Introduction in Westwood, R., Linstead, S. (Eds), *The Language of Organization*, Sage, London
- Wilson, D. C. (1992). *A Strategy of Change* .London:. Routledge)

APPEDIX 1: QUESTIONNAIRE

CHANGE MANAGEMENT PRACTICES BY THE KENYA ROAD AUTHORITIES

SECTION A: GENERAL INFORMATION.

1. Which of the three Kenya Road Authorities do you work in?

Kenya National Highways Authority

Kenya Rural Roads Authority

Kenya Urban Roads Authority

2. What is your designation?

Director General General Manager

Regional Manager Planning Manager

3. For how long have you been working in the road construction industry?

Less than a year

Between 1 and 5 years

Between 6 and 10 years

Above 10 years

4. Please indicate under which division you work in

Maintenance Design and Construction

Other (specify).....

SECTION B: CHANGE MANAGEMENT PRACTICES

1. Kindly indicate who are involved in managing the changes experienced in Road Authorities

i.....

...

ii.....

.....

iii.....

.....

2. To what extent do you agree with the following statements on factors influencing change management practices in Road Authorities in Kenya?

	Strongly agree	Agree	neutral	disagree	Strongly disagree
Cost reduction					
Technological advancement					
Need for performance improvement					
Continuously new challenges raised by a more dynamic business environment					
Training of the employees					

Dynamic citizen demand					
Road Authorities employees motivation					
New requirements from the state (government) regulation					
Strategic choice in Road Authorities					
Communication means					
Level of staff involvement in the process					
Level of qualification of staff					

3. What are the change management practices that have been implemented in the Road Authorities in Kenya?

	Strongly agree	Agree	neutral	disagree	Strongly disagree
Training of staff to acquire more expertise in their area of specialization					
Providing a framework for managing the citizen side of change					
Engaging senior managers as change leaders					
Building awareness of the need for change					
Improved disbursement of funds					
Increase in the funding in road sector					
Recruitment of high qualified personnel					

Developing skills and knowledge to support the change					
Road Authorities employees motivation through rewards and promotion					
Division in function and structures for the authorities					
Adoption of private public partnership					
Improving road construction equipment					
Employees taking ownership and responsibility for their work					
Others ,Specify					

4. In your own opinion, what are consequences of the changes in management practices in Roads Authorities in Kenya?

i.....
.....

ii.....
.....

iii.....
.....

iv.....
.....

5 To what extent are the following principles of change management emphasized in Roads Authorities?

	Very great extent	Great extent	Moderate	Low extent	No extent at all
Involve everyone in the management					
Make the formal case					
Communicate the message					
Assess the cultural landscape					
Address the cultural explicitly					

6. To what extent has the following activities be changed due to change management practices adopted in your Road Authority

i Procurement procedures

.....

ii Professionalism in road constructions

.....

iii. Disbursement of funds

.....

iv Allocation of funds per financial year during the last three years.(Indicate amount)

.....

V, Selection and capacity of contractors

7. To what extent do the following factors affect the selection of change management practices in Kenya Road Authority?

	Very great extent	Great extent	Moderate	Low extent	No extent at all
Staff degree of resistance					
The time frame					
Expertise needed					
Resources availability in road Authorities					
Political interference					
Lack of trust in the change by employees					
Information technology required to implement change program in the road authorities					
Support from the board of directors					

8. In your opinion, what are other factors affected the selection of change management practices in Road Authorities you work for?

- i.....
- ii.....
- iii.....

iv.....

9. To what extent do you face resistance in the following areas within Kenya Roads Authorities? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent.

Statement	1	2	3	4	5
Employee resist implementation of change within the Kenya Roads Authorities					
Staff tend to refuse new responsibilities brought about by change in management of the Roads authorities					
Poor organizational structure causes resistance among some staff in the Kenya Roads authorities					
Resistance plays a crucial role in influencing the Kenya Roads Authorities toward greater stability					
Poor organizational structure causes resistance among some Kenya Roads Authorities					
Others, (Specify.....)					

10. How the challenges of staff resistance are addressed within the Kenya Roads Authorities?

.....
.....