FACTORS INFLUENCING MANAGEMENT OF CHANGE IN PUBLIC SECTOR ORGANIZATIONS IN KENYA

BY

EMMAH S.A BOSIRE

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DECLARATION

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

Sign: .... Date: 14/11/2012.....................

Emmah S.A Bosire

D61/60230/2010

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

Sign: .... Date: 14-11-2012.....................

Dr. V. Machuki

Lecturer,

Department of Business Administration

School of Business

University of Nairobi

DEDICATION

This research is dedicated to my family for their inspiration, support, encouragement and understanding throughout the research period.

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ABSTRACT

Public sector reforms have become increasingly common, partly as a consequence of the growing pressure on public funds. These reforms are partly influenced by private sector norms and by the values of New Public Management, both as concerns strategy and as concerns implementation. This study sought to determine the factors influencing management of change in public sector organizations in Kenya and was guided by a cross sectional descriptive research design with a sample size of 155 respondents in public sector organizations in Kenya. The study used a cross sectional descriptive research design to carry out the research. A sample of 155 respondents were selected using non-probability sampling with a research questionnaire. The study found out that the major triggers for change management in the organization were external factors. The study also found out that communication, attitude towards change, organizational change and organizations systems were the major factors influencing change in public sector organizations in Kenya. The study recommends that for effective implementation of change management practices in the institutions, proper communication networks must be enhanced. It recommends further that employee adaptability should be tackled by enlightening them in advance through seminars, workshops and offering training programs to influence change management in the institution. The study recommends that the institutions implementing change management should enhance organizational culture to influence success in the change management practices. It recommends that the institution should install systems (for instance technological) that are compatible with the change management practices. The study finally recommends that change agents responsible of leading the change management practices should strive to encourage others for excellence through employees' own behavior and full recognition of high standards of behavior.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Globally the rate of organizational change has not slowed in recent years, and may even be increasing. The rapid and continual innovation in technology is driving changes to organizational systems and processes. Witness the startling growth of the internet, which is enabling much faster and easier access to knowledge. Add to this the increased expectations of employees as they move more freely between organizations. Globalization has seen the tearing down of previous international market barriers. It is no wonder that relentless change has become a fact of organizational life. In spite of the importance and permanence of organizational change, most change initiatives fail to deliver the expected organizational benefits. Failed organizational change initiatives leave in their wake cynical and burned out employees, making the next change objective even more difficult to accomplish. It should come as no surprise that the fear of managing change and its impacts is a leading cause of anxiety in managers (Cole, 2004).

Torres (2004), states that the evolution of society has imposed several types of administrative systems. In the traditional bureaucratic system, the staff responded to stimuli without taking simple decisions, today they are granted more importance than the management and administration. Crisis is likely to take the place of personal rules and public officials are obliged to submit to such factors of power. These crises can help the bureaucratic organization. For effective change management, Torres (2004), further states that public sector performance indicators are needed. There is need to make distinction between classical efficiency and quality service.

Marines (2003) states that there are two main categories of factors that influence management of change within the organization: external factors that can be controlled to a lesser extent by managers and internal factors that act through changes in the organization. In addition to the factors listed, there are a multitude of elements, which by nature, their content generate change.

Marines (2003) states that clear and deep perception of the need for managers to change the organization change process is essential. According to Cole (2004) the perception of change is important but not sufficient and therefore should be supported by a complex of activities from effective managers. One of the most important aspects is to understand the organization's staff, managers and subordinates, the need for change. Cole (2004) states that organization staff should be helped to understand that the current organizational structure should be adapted to new requirements involved in the transition to a market economy and that the current information system should be changed and transformed into an effective tool to reach managers and their decisions that need a background participatory, using the methods and techniques of modern management.

The operational overhead created by the unnecessary or unauthorized alteration of IT assets, coupled with increasingly stringent regulatory control requirements has forced many organizations to reevaluate the rules they have in place that dictate how changes are detected, reconciled and validated (Androniceanu, 1998). To mitigate the potentially crippling effects of a change can have on business processes and compliance capabilities, organizations must implement a solution that centralizes the process of evaluating and approving proposed modifications to critical systems and provides enterprise wide visibility into the effects of these changes (Androniceanu, 1998).

Kenyan public sector organizations face constantly changing environments both from within and from outside the organizations. How the organizations react to the changing environments determines how well they are able to adapt to the new environment. This study is geared towards understanding how Kenyan organisations react to the changing environment and how they adapt.

1.1.1 Change Management

According to Kotter (2002), change management is a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment. Successful adaptation to change is as crucial within an organization as it is in the natural world. Just like plants and animals, organizations and the individuals in them inevitably encounter changing conditions that they are powerless to control. The more effectively one deals with change, the more likely a person is able to thrive. Adaptation might involve establishing a structured methodology for responding to changes in the business environment such as a fluctuation in the economy, or a threat from a competitor or establishing coping mechanisms for responding to changes in the workplace such as new policies or technologies (Burnes, 2004).

Further on Kotter (1995) indicated that there can be many factors affecting change depending upon the situation and the issue at hand. Broadly these factors are of three types: The first being radiant causes. Kotter (1995) states that the changes related to technology induction are affected by the following factors which are known as Radiant causes. The change in technology is administratively less feasible, costs of changes are high, leads to skill downgrading or other undesirable conditions. This change requires extra efforts to learn and relearn. The second is psychological Causes which notes that people who have introduced innovations in one field or another know what type of psychological factors which crop up during implementation. The major ones are lack of appreciation or tolerance, conflict between the employees and the management, fear of the unknown or uncertain outcomes of the change, lack of trust in others, need for security and desire for existing position. Kotter (1995) notes that whenever there is any change, the first reaction from those likely to be affected by it is fear. The third is Sociological Causes.

Kotter (1995) states that every organization has to operate in a society, and therefore, various sociological issues influence the organization, and at times affect the implementation of innovation due to interest's and disinterests of various groups in the society. The main causes that affect changes are vested interests of some social groups and employees to continue in the present position, desire to maintain the existing formal and informal relationship, narrow outlook of the employees and others in society, social group values which are opposite to the values of the proposed change and policies and power alliances which are in conflict with the change situation. Kotter (1995) further states that if change is not suitable to group norms, or deviates from what is expected, then there is resistance. If change is not acceptable to the entire group, each individual starts showing resistance, at times out of fear from the group also.

1.1.2 Public Sector Organizations in Kenya

Public Organization is the part of the economy concerned with providing basic government services. The composition of the public sector varies by country, but in Kenya the public sector includes such services as the police, military, public roads, public transit, primary education and healthcare for the poor. The public sector might provide services that non-taxpayer cannot be excluded from such as street lighting, services which benefit all of society rather than just the individual who uses the service such as public education, and services that encourage equal opportunity (PSCK, 2009).

Recent changes within the public sector entails, Civil Service Reforms whereby the Government has been carrying out reforms over the past decade by downsizing the core civil service, harmonizing pay and benefits and putting in place interventions to enhance civil service efficiency. Indeed, the civil service has declined from 272,000 in 1991 to 193,000 in 2002. In spite of this reduction, the wage bill as a percentage of Government revenue is currently around US$70 in Kenya as compared to 30-33% in other countries within the sub region. The Government is strongly commended for its announced commitment to accelerating the Public Service Reform to create a leaner, efficient, motivated and more productive institution that concentrates public finance and human resources on the delivery of core government services (PSCK, 2009).

In Public Enterprise Reforms, one of the principal findings of the 2004 Public Expenditure Review was the inordinate level of funding which was transferred from core Government services to cover the debt incurred by loss making parastatals involved in economic activities that are generally more efficiently managed by the private sector. Therefore, the Government statement that it remains fully committed to moving away from commercial activities that can be performed more efficiently and effectively by the private sector is welcomed by the donor community, investors, and Kenyan consumers (GOK, 2004).

Joint Statement by Development Partners at the Kenya Consultative Group Meeting (2007) noted that the challenge facing Kenya and the public sectors in general is to accelerate the implementation and results delivery of the reforms. However, the capacity to achieve the desired results is often fragile. In this respect, the development of capacity, especially implementation capacity, in both the public and private sectors that can enable the sector to transform economically will be critical. It is essential that the public sector scale down its size to become more efficient and effective. The public sector must facilitate private sector investment by providing the necessary policy framework and delivering necessary social and infrastructural services. It is equally essential that the private sector develop the capacity to respond to emerging opportunities and challenges within a competitive market framework that allocates scarce resources efficiently and furthers the national welfare. One of the key challenges in public sector reform, especially the privatization of public enterprises, is to gauge the pace of reform in such a way that the private sector is able to assume the responsibilities previously undertaken by the public sector.

A final challenge will be to find an acceptable balance between short-term fixes to an industry and more sustainable longer-term responses that will contribute to the achievement of national objectives. This challenge is especially relevant in the context of a nation that has a history of public sector market interventions.

A research paper by KIPPRA (2010) states that given the Government deficit and the magnitude of resources needed within the social sector for the provision of education and health services, it is essential to find the middle ground, monitor private sector actions, and undertake privatization as quickly as feasible without risking market failure of vital services. The Government lacks the capacity for effective regulation to ensure that proposed changes are fully implemented.

1.2 Research Problem

Organizations need to change constantly, for all kinds of reasons, but achieving a true step change in performance is rare. A recent survey by McKinsey executives (2009) from around the world noted that only a third of organizations surveyed succeeded in doing so. This was an indication of existing challenges to the process of change as two thirds majority failed to achieve the change. Those organisations that failed indicate that the need to change and their failure to do so lead to poor performance in the organisations.

A Study by Ellen (2005) showed that most change programmes in public organizations fail. Among the inexhaustible list of challenges that organizations face is organizational alignment with the political environment and integration of political preferences, managing institutional and individual power relationships, setting the parameters of managerial discretion and employee empowerment and responding to new imperatives regarding performance measurement and evaluation in public services. The odds of success can be greatly improved by taking into account counterintuitive insights about how employees interpret their environment and choose to act. In spite of the attention that the management of change has received, organizations continue to have problems in managing organizational change and the search for generalized laws of change still pervades the discipline (Wilson, 1992).

Research undertaken by Paton and McCalman (1996) indicated that one-half to two-thirds of all major corporate change efforts fail and resistance is the little-recognised but critically important contributor to that failure. Similarly, Emery, (1992) and Tichy, (1983) found failure of the management and workers to be the major impediment to the use of change management practices in Australian banking industry. In Kenya a number of studies have been carried out addressing the strategic issue of change management in response to the changing business environment. Such studies include Muturi (2006) who studied management of strategic change at Plan International Inc; Nyamache (2003) who looked at strategic change management process in the public sector through the study of civil service reform program in Kenya from 1993 to 2003 and Nyalita, (2006) who looked at the strategic change management at Procter and Gamble. However, few of these studies have focused on factors influencing management of change in public sector organisations. Furthermore there is no evidence of research done on systematic change management in public sector organizations in Kenya. This study thus tries to fill the research gap that exists by carrying out a study to establish the factors that influence management of change in public sector organizations. In addition the literature on change management indicates that most change programmes in public organizations fail hence the need to investigate as to whether change programs in Kenyan public organisations succeeds or fails. Therefore the study was guided by the questions: What are the factors influencing management of change in public sector organizations in Kenya?

1.3 Objective of the Study

The objective of this study was to establish the factors that influence management of change in public sector organization in Kenya.

1.4 Value of the Study

The study is considered important as it helps in understanding and the development of the theories relating to change management and the implementation of such theories to the study context. The results of this study are of great significance to the corporate sector and the government of Kenya who are considered the practitioners and agents of change. The government operates essential businesses through its public organization, and as a result of this, change is evident hence the study is of great significance.

The results directly points to the development and management of organizational change approach, strategic issues as well as strategic plans of organizations. The study creates information that enables organizations, other stake holders in the sector and future scholars understand the change dynamics in an organization setup. There is also an understanding on issues of managing strategic plan and human resource, more so to be able to find ways of organization transformation and possible strategic approach applied to any kind of organization change.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives an overview of the theories, empirical review of the literature as per the study objectives. The chapter reviews the definition and factors that contribute towards change management in an organization, approaches to change management, the theoretical foundation to change management and the factors influencing management of change.

2.2 Change Management

Moran and Brightman (2001) defined change management as the process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers. Thus, it is important for organizations to identify where they need to be in the future and how to manage the changes required to get there. Consequently, organizational change cannot be separated from organizational strategy nor can the strategy be separated from the change (Burnes, 2004).

In today's environment, changes are compulsory for an organization in order to survive and stay competitive. Planned change is intended to make the organization more effective and efficient. Resistance from members of the organization are expected as they foresee potential threats that can affect their future, therefore, readiness for change from the members of the organization is a critical factor in successful change implementation. Because of increasingly dynamic environments, organizations are continually confronted with the need to implement changes in strategy, structure, process, and culture. Many factors contribute to the effectiveness with which such organizational changes are implemented. One such factor is readiness for change. Readiness is reflected in the organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes. It is the cognitive precursor to the behaviors of either resistance to, or support for, a change effort (Amenakis *et al.,* 1993).

There are seven aspects of change readiness according to researches. These include perception toward change efforts, vision for change, mutual trust and respect, change initiatives, management support, acceptance, and how the organization manage the change process. At its core, change readiness involves a transformation of individual cognitions across a set of employees (Amenakis *et al.,* 1993).

An organisations employees' perception toward change efforts that take place within the company is an important aspect of change readiness. Moreover, employees' perceptions of the organization's readiness for change have been identified as one important factor in understanding sources of resistance to large-scale change (Eby *et al.,* 2000). These perceptions can facilitate or undermine the effectiveness of a change intervention (Armenakis *et al.,* 1993; Lewin, 1951). Employees as the target of change are central to the success of the change efforts because their attitudes, skills, motivations and basic knowledge form a significant component of the organizational environment in which change is to be attempted (Smith, 2005).

Moreover, employees' perception toward company's flexibility in facing change is also crucial. Employees perceptions of the organization's ability to accommodate changing situations by altering policies and procedures is strongly related to perceived readiness for change (Eby *et al.,* 2000).

People within an organization have to have the same aspiration toward the imminent change. Strebel (1996) noticed that many change efforts fail because executives and employees see change differently. For example, for many leaders, change means opportunity both for the business and for themselves. But for many employees, change is seen as disruptive and intrusive (Stadtlander, 2006).

This study looks at the presence of change in Kenyan public sector organisations, and the perception of the employees in those organisations to determine their resistance or acceptance to change.

2.3 Approaches to Change Management

The two main approaches to change are planned and emergent. Planned approaches to change focus on discipline which is created through performance standards and are linked to clear reward and sanction systems. Linear planning sets clear directions and objectives (Graetz *et al.,* 2002). Most of the traditional literature and change management follow a planned, step by step approach (Burnes, 1996: Cummings and Worley, 2001; Gouillart and Kelly, 1995; Graetz *et al.,* 2002; Johnson and Scholes, 1999; Lawler, 2000; Robbins, 1990; Wruck 2000).

Despite its simplicity and perceived security to the Organization and its members, planned change has definite limitations. The strategy limits the organization ability to reconsider or change its course once the strategy is implemented. Furthermore it also inhibits the organizations ability to respond promptly to sudden changes in the environment (Graetz *et al,* 2002). Given the turbulent constant environment organizations face today, a top-down hierarchical, predetermined and rational process simply cannot work. According to Graetz *et al*, (2002) organizations become trapped in thinking about successes of past paradigms so they settle into a risk-averse and not conservative and convergent strategic planning.

In the Emergent approach, change is seen as a continuous process of planning and experimentation in order to adapt and align to turbulent environment. Small scale changes overtime can lead to large changes in organizations, managers should create a climate of risk taking and empower employees through participatory management of the change process (Burnes, 1996).

As the emergent approach is relatively new compared to planned approach it is argued that it still lacks coherence and diversity of techniques (Bamford and Forrester, 2003; Wilson, 1992). Another criticism of the emergent approach is that it consists of rather desperate group of modules and approach that tend to be more united in their skepticism to the planned approach to change than to an agreed alternative (Bamford and Forrester, 2003; Dawson, 1994). However according to Burnes, 1996, the general applicability and validity of the emergent approaches to organizational change depends on whether or not one believes that all organizations operate in a dynamic and predictable environments to which they constantly have to adapt.

2.4 Theoretical Foundation of Change Management

Change management theories and practice originate from different, diverse, social science disciplines and traditions. Consequently, change management does not have clear and distinct boundaries and the task of tracing its origins and concepts is extremely difficult. Based upon the literature reviewed by Mento *et al.,* (2002), there exists a number of change models intended to guide and instruct the implementation of major change in organizations. These are discussed in subsequent sections.

2.4.1 Lewin's Three-Step Change Model

As early as in 1947 Kurt Lewin developed the three step model stating that every process of change goes through three stages (Angelöw, 1999). Key significance of Lewin's 3-Step Model is often cited as Lewin's key contribution to organizational change. However, it needs to be recognized that when he developed his 3-Step model, he was not thinking only of organizational issues nor did he intend it to be seen separately from the other three elements which comprise his planned approach to change (Field Theory, Group Dynamics and Action Research), rather Lewin saw the four concepts as forming an integrated approach to analyzing, understanding and bringing about change at the group, organizational and societal levels.

Organizational application of Lewin's 3-Step Model further explains that change efforts take time and risk losing momentum if there are no short term goals to meet and celebrate (Kotter, 1995). Without short term wins, people give up or begin to resist the change. Lewin suggests that organizations should be proactive in establishing goals and objectives and rewarding those involved with recognition, promotion or money (Kanter, 1993). Commitments to produce short term wins also help maintain the sense of urgency and focus of the project.

Following awareness for the need to change and having volleyed support for the need to change leads to the second phase of Lewin's model which is moving the people to the desire to participate. Without achieving buy-in to the change project, there will be no desire to participate. Career advancement, job security and incentives such as compensation will enhance employees desire to participate (Prosci, 2003). The process cannot stop at desire. Employees must possess knowledge on how to perform the change and the ability to change. Again, communication is the key to successfully imparting information on how the change process will occur. Any specialized training or skills that might be required must be provided prior to implementing the change. Once the change is implemented, it is important it stays in place. Reinforcement of the change is vital to ensure that the change is retained (John, 1996).

Organizational development theory typically uses Lewin's three-step change model which involves breaking down old tasks, behaviors and attitudes (unfreezing), a transition time towards new ways of doing things (moving), and the establishment of new routines (refreezing) (Angelöw, 1999). Lewin tested the relationship between team working and organizational performance. Having found partial support for this hypothesis of the team working instruments which he described could be used as part of a proposed change process by providing feedback. This could make unseen but powerful patterns of behaviors among team members visible to others, thus creating an opportunity to challenge existing practice and discuss how new routines might help improve performance. Quality improvement driven by organizational development focuses on empowering and involving practice teams in problem solving. This approach is more construct than content driven, describing competence using language such as team working, problem solving, and effective communication (French, 1999).

2.4.2 PCT (Project Change Triangle) Model

Change management can be based on Prosci PCT Model (Project Change Triangle) - the application of the tools, processes, techniques and principles for managing the people side of the project or initiative to achieve a desired outcome (Jeff, 2006). While the Project Management corner is focused on the tasks related to designing and developing a solution, the Change Management corner's focus is how to encourage employees to embrace and adopt that solution. Many times, this corner is what is missing when a project is implemented and meets technical requirements, but does not deliver the ultimate value to the organization (Collins, 2001).

The tools, processes, techniques and principles that make up Change Management are aimed at helping each impacted employee move from their own personal current state to their own personal future state. It is individuals changing how they do work that ultimately results in a project or initiative delivering value to the organization. There are many characteristics of the individual current state and individual future state that can impede or inhibit successful change the. Change Management corner of the PCT Model provides a systematic approach to addressing these issues (Pearce and Robinson, 2003).

2.4.3 Kotter's 8-step Change Model

John Kotter (1995) described a model for understanding and managing change based on his experience in consulting with hundreds of organizations. He observed the myriad difficulties associated with change efforts, distilled the common themes and turned them around into a prescriptive framework. His model is aimed at the strategic level of the change management process and is best viewed as a 'vision' for the change process.

The first step is creating urgency. For change to happen, it helps if the whole organization or company really wants it. There is need to develop a sense of urgency around the need for change. This helps in sparking the initial motivation to get things moving.

The second step is forming a powerful coalition. According to Kotter (1995), there is need to convince people that change is necessary. This often takes strong leadership and visible support from key people within the organization. Kotter (1995) states that managing change isn't enough as one has to lead it. To find effective change leaders throughout the organization one does not necessarily follow the traditional company hierarchy. For one to lead change, there is need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance.

The third step is creating a vision for change. According to Kotter (1995) when one first start thinking about change, there will probably be many great ideas and solutions floating around. It is important to link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are being asked to do something.

The fourth step is communication of the vision. Kotter, (1995) states that what is done with the vision after its creation will determine success. An organization's message will probably have strong competition from other day-to-day communications within the company, so there is need to communicate it frequently and powerfully, and embed within everything that is done. There is always need to talk about the vision whenever a chance is available. An organization should use the vision daily to make decisions and solve problems.

The fifth step is removing obstacles. Kotter (1995) indicates that if a person or an organization follow the steps and reach this point in the change process, then you've been talking about the vision and building buy-in from all levels of the organization. Hopefully, the staff wants to get busy and achieve the benefits that the change process has been promoting. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. The sixth step is Creating Short-term Wins, creating manageable numbers of initiatives and finishing current stages before starting new ones.

The seventh step is building on the change, whereby Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Each success provides an opportunity to build on what went right and identify what can be improved.

Kotter (1995) suggests that after every win, an organisation should analyze what went right and what needs improving, setting goals to continue building on the momentum having been achieved, learn about kaizen, the idea of continuous improvement and keeping ideas fresh by bringing in new change agents and leaders for change coalition.

The eighth step is anchoring the changes in corporate culture. To make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind vision must show in day-to-day work. It`s important to make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture.

2.4.4 ADKAR Model

The ADKAR model is probably one of the most well-known, widely used, and efficient models in the change management field (Harvey, 2009). Development of the ADKAR model is attributed to Hiatt (Pieper, 2009). The ADKAR model consists of five steps: Awareness, Desire, Knowledge, Ability, and Reinforcement (Hiatt, 2006).

The Awareness step of the ADKAR model encompasses the creation of an awareness of a better methodology to conduct business. Benefits of this new methodology are introduced through communication channels. Very high resistance is expected at this stage, including concerns that there is no need for any change (Hiatt, 2006).

The Desire step develops once the benefits of the proposed methodology have been well communicated. Resistance to change is still expected here but at a much lower level than at the awareness stage. In this step, knowledge of the newly proposed system increases, and the barriers to change start to collapse. Hands on training and experience are crucial in this step in creating a more positive attitude towards change (Hiatt, 2006).

Ability is an important step to consider since when user knowledge has increased to a high enough level through adequate training, this knowledge can be put to efficient use. This is the first practical step towards accepting change. Some advanced technical problems might arise during this phase because of negative hands on experience by the change receiving party (Hiatt, 2006). The Reinforcement step is one of the most critical steps in the process of change, and occurs when the change project goes live. Some change projects fail after going live because of a lack of preparation in the previous steps, resulting in a loss of any prospect of sustainability after the change project is in complete. Reinforcement is similar to maintenance activities that are needed to keep a system running perfectly (Hiatt, 2006).

The model aids in providing effective coaching for employees, creation of successful action plan for personal and professional advancement during change and identification of gaps in the organization change management process. ADKAR is a goal oriented change management model that allows teams of change management to focus their activities on specific business results (Hiatt, 2006).

2.5 Factors Influencing Management of Change

Various factors influence the management of change in an organization. Some of these factors have been identified as communication, attitude, organizational culture and the organizational system. These factors are further discussed in the subsequent sections.

2.5.1 Communication

Organizational communication as the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal organization. Discussing the language of organization, Chia and King (2001) note that the nature of language and the significance and potential of linguistic analysis is often misunderstood. At an everyday level, they warn us we have a tendency to think of language in representation list terms. Thus they note that orthodox forms of (managerialist) organization studies tend to view language as a medium of representation and linguistic analysis as a tool, which may be employed to improve the effectiveness of organizations (Westwood and Linstead, 2001). Viewed in these terms, as a medium of representation, language is to be regarded as problematic in so far as the use and misuse of language causes blockages in organizational communication, which in turn limit organizational effectiveness and the achievement of planned change.

Westwood and Linstead (2001) argue that this account of organizations and their communication problems is naïve because it views language as an explanatory, organizational resource, but refuses to analyze the nature of the language-organization relationship. Thus Westwood and Linstead suggest that representationalist 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).

Disputing the representationalist account of language, Chia and King are keen to pursue the language-organization relationship, which is either ignored or assumed away by orthodox accounts of language and management. Thus they argue that language is not simply a means of accessing reality nor is linguistic analysis to be regarded as a means of overcoming functional problems in organizational communication. Indeed they warn us that we misunderstand the nature of language when we assume that language simply represents and corresponds with a world, which is real and external to us. Instead Chia and King argue that organization is language and vice versa (Westwood and Linstead, 2001). Accordingly, they suggest that language is "our organizational method for constructing our relatively stabilized organizational world to the exclusion of other possible worlds (Chia and King, 2001).

As distinct from representational accounts of language, which suggest that language mirrors or distorts reality, therefore, Chia and King's account of the language of organization argues that language constitutes reality. Indeed, Chia and King argue that the language of organization has a tendency to constitute our understanding of reality in terms of stability. However, they also suggest that sensitivity to the language of organizing has the potential to reveal the many realities of organization, which might otherwise be occluded (Chia and King, 1998).

Butcher and Atkinson (2001) have argued that the rhetoric of top-down change is limited and self-defeating because it offers an impoverished and isolationist system rendering of the processes of change; a world where one group of people visit change upon other subordinate groupings who have change done to them. Countering this top-down rendering of change they argue that bottom-up approaches to change convey twin benefits in that they reveal the processes of politicking and change, which are disguised or occluded by to-down accounts and offer managers the insights they will require to use the political activity of subordinates to better effect (Butcher and Atkinson, 2001). For Butcher and Atkinson, therefore bottom-up models of change are both credible and practical insofar as they offer managerial actors a new and more reliable means of delivering change.

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. Yet on the other hand they note that the mainstream understanding of change is dominated by a vocabulary "embedded in assumptions associated with a top-down, managerialist approach to change, which relies on a rational, hierarchical paradigm of organization. This language of change situates the meaning and possibilities for organizational change within a context that remains stable to 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. Thus Butcher and Atkinson suggest that there is a need to develop an alternative language of change from the bottom-up. However, they warn us that it will not be easy to construct an acceptable, bottom-up vocabulary of change. Indeed, they warn us that there are serious disincentives to the production of a bottom-up vocabulary of change.

Reflecting on the language of change and the problems associated with attempts to proffer bottom-up accounts of change to managers, Butcher and Atkinson warn us that language is to be understood as something used by and for power. Indeed Butcher and Atkinson suggest that managers (and many commentators) are comfortable with top-down accounts of change, and may prove initially to be hostile to a bottom-up appreciation of change precisely because top-down models of change tend to depict change management as an exercise in strategic leadership and the altruistic pursuit of some higher objective.

Contrasting this top-down understanding of change with bottom-up accounts of change, Butcher and Atkinson (2001) argue that bottom-up accounts of change are distinctive insofar as they emphasize the power of individuals in creating organizational change and place political processes at the heart of change". However, they observe that this focus on local actors tends to reduce the credibility, legitimacy and functional appeal of bottom-up accounts of change in the face of top-down rhetoric. Thus Butcher and Atkinson note that in comparison to top-down models of change, bottom-up accounts might appear to lack direction and application because these highlight the local, political and often subversive nature of the actual processes of change.

Yet despite this, Butcher and Atkinson argue that bottom-up models of change have very real and practical advantages to offer management practitioners. Indeed, Butcher and Atkinson (2001) argue that bottom-up approaches to change have practical appeal and relevance insofar as they have a capacity to reveal both the banality of the top-down agenda and its tendency to offer forms of rhetoric, which obscure the reality of organizational life. In contrast to top-down accounts of change therefore, Butcher and Atkinson (2001) argue that bottom-up approaches recognize the managerial rhetoric of change and can cut through this rhetoric because they possess a down-to-earth realism, which is rooted in an understanding of the nature of political action. Thus Butcher and Atkinson suggest that bottom-up approaches to change should be marketed to commentators and practitioners as a managerial medium, which offers access to the living and breathing reality of organizational reality.

Yet in seeking this improved access to the political reality of organizational life Butcher and Atkinson seem to muddle opposing perspectives on language and change. Indeed, we will argue that their Spoon eristic tendency to mix up analytical accounts of language and organization has important consequences for their attempt to reshape the management of language and the management of change more generally.

There are psychological aspects of any change, such as resistance, that many people go through. Any effective change management touches on all these aspects within an organization. The key process of change management begins by measuring attitudinal changes as the process of change implementation begins which is not just recording how people feel about the changes anticipated (Martin Stevens, 2003).

Implementing a change will bring a difference to the way people work within the organization, processes will change and there may be job cuts and rationalization of responsibilities within departments. All this will definitely evoke resistance from the employees and this has to be managed effectively before, during and after the implementation.

Dennis (2003) commenting on the role of leadership said that the top management has to lead the way in propagating the reasons for the implementation and the organizational benefits that can be expected by implementing a new change.

A strong change management team needs to be involved to approve, implement and track the changes in the organization, which includes the impact and detailed structure (i.e. documentation) associated with the life cycle of the change project. Changes are implemented thorough benchmarking from the practices and business processes of the world class organizations and excellent enterprises (Ellen, 2005).

2.5.2 Attitude

According to Rainey *et al.*, (1989), the change as told begins from the organization in question. This includes new way of doing work and functions to run the anticipated change. Furthermore change in the attitude to the organization tasks might become necessary if the current habits of doing tasks have significant gaps with the new processes. For a very simple example if the employees currently are doing their dedicated tasks separately in their defined boundaries they must to change to work on the basis of an interlocked chain of tasks. This obviously needs a change in the attitude and behavior of the organization people from a task oriented approach to process oriented approach.

Paul (2005), noted that people in such integrated business must move from focusing on their separate jobs not being worried about the other parts, to taking care of the entire process and do what all they can to accomplish the entire process perfectly.

Industrial progress finds one of its greatest handicaps in the frequent resistance of both management and workers to change of any sort (McNally, 1994). When the word resistance is mentioned, people tend to ascribe negative connotations to it. This is a misconception. There are many times when resistance is the most effective response available.

That resistance can play a useful role in an organizational change effort certainly stands juxtaposed to a traditional mindset that would view it as an obstacle that is normally encountered on the way to a successful change process. Nevertheless, it is a conclusion reached by a variety of authors who suggest that there are a number of advantages of resistance. When managed carefully, these advantages can in fact be utilized by the organization to greatly assist change. First of all, resistance points out that it is a fallacy to consider change itself to be inherently good. Change can only be evaluated by its consequences, and these cannot be known with any certainty until the change effort has been completed and sufficient time has passed.

To this end, resistance plays a crucial role in influencing the organization toward greater stability. While pressure from external and internal environments continues to encourage change, resistance is a factor that can balance these demands against the need for constancy and stability. Human systems remaining in a steady state encourage processes and specializations to stabilize, consolidate, and improve which allows the organization a level of predictability and control. Thus, the system is able to gain a certain momentum or rhythm that is also critical for organizational survival (Collins, 2001). While these maintenance needs are widely recognized, the emphasis in the literature certainly remains on the requirements of change and dynamism. The challenge therefore is to find the right balance between change and stability; avoiding the dysfunctionality of too much change while ensuring stability does not become stagnation.

As our understanding of resistance has become increasingly clear, it has also become apparent that people do not resist change per se, rather they resist the uncertainties and potential outcomes that change can cause. Resistance to a change is not the fundamental problem to be solved. Rather, any resistance is usually a symptom of more basic problems underlying the particular situation. Resistance can (therefore) serve as a warning signal directing the timing of technological changes (Torres, 2004).

As such, resistance plays a crucial role in drawing attention to aspects of change that may be inappropriate, not well thought through, or perhaps plain wrong. Either way, it is the organization's method of communication, therefore attempting to eliminate resistance as soon as it arises is akin to shooting the messenger who delivers bad news. Specifically, management can use the nature of the resistance as an indicator of the cause of resistance. It will be most helpful as a symptom if management diagnoses the causes for it when it occurs rather than inhibiting it at once (Burnes, 1998).

In addition to injecting energy into a change process, resistance also encourages the search for alternative methods and outcomes in order to synthesis the conflicting opinions that may exist. Thus resistance becomes a critical source of innovation in a change process as more possibilities are considered and evaluated. Often a particular solution is known to be favored by management and consequently does not benefit from a thorough discussion. Under such circumstances, acceptance is built in, and the organization's growth and change is limited to the diagnostic and prescriptive capabilities of those who proposed the change.

Resistance is what keeps us from attaching ourselves to every boneheaded idea that comes along (Maurer, 1996). In combination, these aspects of resistance make a persuasive case for re-evaluating the classical understanding of resistance. Equally, they call into question the assumption that a change effort that is met with little resistance should be automatically deemed a good change. The legislative process, for example, is predicated upon resistance playing a crucial role in ensuring the best possible laws are produced. Resistance, in the form of rivalry between (at least) two parties, injects energy into the process and sparks debate where opinions differ. Resistance encourages greater scrutiny of legislation. It prompts the search for a variety of alternatives and evaluates these. It also means that the implementation process will be considered carefully, thereby improving the adoption of these changes by the general public.

Address *et al.*, (2005) further notes that more process integration in an organization must also happen. The business processes themselves are in relation together and each process might trigger other processes to be launched. In this way team working also makes sense and will get into the scope. In fact teams are to be formed around the business processes.

Team work needs improvements in the horizontal relationships between employees and enhancements in their Communication abilities.

2.5.3 Organizational Culture

One major challenge that may be faced by an organization anticipating change is cultural war. According to Thomson and Tavis (2010), the term frequently implies a conflict between those values considered traditional or conservative and those considered progressive or liberal. Thomsom and Tavis add that culture war is traced back to 1960s and has taken various forms since then. For an organization anticipating change, a conflict between the conservative group and the liberal group may slow down the process of change or lead to failure of arriving at a common consensus among the stakeholders involved in the change process.

Organizational culture is a concept which describes the attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Cultural differences have a huge impact on human behavior and hold potential for misunderstandings in business contacts, which might become barriers to change in an organization (Wiener, 1998).

A company's culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. However, a culture can also prevent a company from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome. According to

Johnson and Scholes (2002), social processes can also create rigidities if an organization needs to change their strategy.

Managing the strategy-culture relationship therefore requires sensitivity to the interaction between changes necessary to implement strategy and compatibility or fit between those change and the organizational culture (Pearce and Robinson, 2003). Pearce and Robinson (2003) argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational setting, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action-leadership and culture.

According to Meyer and Stensaker (2006) organizations need to develop capacity for change, by allocation and development of change and operational capabilities that sustain long term performance. They argue that making change happen without destroying well-functioning aspects in an organization and harming subsequent changes requires both capabilities to change in the short and long term, and capabilities to maintain daily operations. New changes in organizations have consequences with new organizational roles and jobs descriptions for the employees. (Lewis, 2006) It may cause some changes in organizational chart due to adoption to the new processes and job definitions.

Dan (2008) observed that Managers must get used to take managerial reports from the system and spend their time for analyzing information. Dan added that most change management programs fail because organizations fail to have change management programs. Indeed implementing a change in addition to a technical change management needs a people side of change management program. This Change Management will have its own scenario, activities and responsibilities.

According to Paul (2005), the goal of the change management program for employees is to make the people ready for change and conduct them to move to the new environment and map them to the new way of running the organization. We have to know that change management tasks are not the same even in one project. That means if you have selected purchasing, human resource management, or an enterprise resource planning system, you have to do change management tasks regarding to specific module. It means because employees in different departments do different tasks, thus we need to do related change management activities too.

Consistency in managing the people side of change across an organization is an important aspect of managing employees in organizations anticipating change. Don Edward et al., (1996) observed that consistency increases ability to engage and up-skill managers and more opportunities to build expertise in the selected methodology. Edward and Christopher further add that this comes as great relief to project managers who are familiar with the benefits of applying a common language and methodology in their profession and have been unimpressed by the ad hoc nature of managing the people side of change. Many organizations are still at level one of change management maturity, using change management inconsistently and reactively-for example, only when there is resistance or other major threats to the success of the change.

2.5.4 Organizational Systems

Johnson and Scholes (2002) stated that resource management and development must support an organization's strategies. Tools and workflows can be complex to implement, especially for large enterprises. While some companies report great success, initiatives have also been known to fail mainly owing to poor planning, a mismatch between software tools and company needs, roadblocks to collaboration between departments, and a lack of workforce buy-in and adoption.

Previously these tools were generally limited to contact management: monitoring and recording interactions and communications with customers. Software solutions then expanded to embrace deal tracking and the management of accounts, territories, opportunities, and at the managerial level the sales pipeline itself.

The circumstances in which supervision and associated activities take place can be summarized in two fundamental facts that reflect the complexity of the system: the institutions and investment entities, under the principles of the free movement of capital ruling and the supervisors possess even greater individual prerogatives and can exercise a certain degree of discretion in their supervisory activities (Dawson, 1996).

Therefore, a supervisor can monitor the activity and financial situation of an institution of its own member state, or of another member state. Equally, an institution or investment entity can be subject to the supervision of the authority of its state of origin and/or of the state different from that of its origin in which it carries out its activities, thus having to report information to different authorities in different places.

Customer relationship management technology has been, and still is, offered as on-premises software that companies purchase and run on their own IT infrastructure. In contrast with conventional on-premises software, cloud-computing applications are sold by subscription, accessed via a secure Internet connection, and displayed on a Web browser. Companies don't incur the initial capital expense of purchasing software; neither must they buy and maintain IT hardware to run it on (Jeff, 2007).

For institutions to effectively implement changes in their management, new systems are required to incorporate new management issues within the company. The main challenge is thus not the acquisition of such systems but the compatibility of the new systems and the previous ones. Compatibility and respectively incompatibility will affect adoption implementation of the change management differently. Similarly, Rogers (1995) affirms that certain innovations are closely interlinked, and, therefore, there exists a strong correlation between the previous experience of the subject with particular tools and the subsequent use of other applications. This idea leads to the introduction of the concept of technology clustering employed by various authors (Leung, 2001; Eastin, 2002) and defined as the set of technologies perceived by the user as interrelated and determinants of the subsequent degree of acceptance of others. Thus, those subjects with greater experience of a particular IT modify positively their perception of other similar technologies and increase their level of use and even come to observe a pattern of conduct differentiated between them (Reed *et al.*, 2000).

In this way, the previous experience of the user in the systems is considered to be a factor even more important than experience in the change management sphere (Bezos, 1999). Since Igbaria (1993) demonstrated that previous user experience has a direct effect upon the degree of subsequent acceptance and success of change in management; many authors have introduced this variable into their studies (Min and Galle, 2003). Some of them affirm that experience, and thus the knowledge acquired regarding the medium, alters the incorporation and stabilization of the intended change management in subsequent situations. Similarly, it is indisputable that experience modifies certain perceptions of the individual with respect to the new technologies, such as perceived usefulness or ease of use, while the time and effort invested in their employment simultaneously diminish (Norman, 1998; Haider and Frensch, 1999).

Shirani *et al.,* (1994) establish a series of variables which are relevant for the prediction of company behavior. The first of these represents experience in the technology field, while the second, called external organizational culture, alludes to the compatibility which must be established between the general structure of a company and the new technological systems which are introduced. On occasions, both variables have been grouped together under the name of intra- and extra-organizational characteristics; these refer to the conditions of the company itself which produce the application of a particular innovation (Igbaria *et al.,* 1997). Equally, what for individuals has been called the ability to manage technological aspects, in the case of the company has been termed cultural capabilities, which permit the adaptation of its activities to the new opportunities provided by technology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This stage presents decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore in this section the research identifies the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections are included; research design, target population, sampling design, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted a cross sectional descriptive research design. This is because it involved the study of phenomena across organizations at one point in time Mugenda and Mugenda (1999) states that the design provides an in depth account of events, relationships, experience or processes accruing in that particular instance. This design was adopted since it provided an opportunity for in-depth study into factors influencing management of change in public sector organizations in Kenya.

This study used a cross sectional approach. That is, it will be undertaken at a particular point in time. This approach has been credited due to the fact that it allows analysis the relations of variables under study using linear regression as long as the sampling units for the study are many. It also allows greater flexibility in terms of money and time as well as avoiding the hardship of hunting for respondents more than once to produce high response rate. These reasons justify why this study becomes cross sectional.

3.3 Population

The study considered public organizations in Kenya ranging from the service sector, manufacturing and the commercial sector. The focus was the Head of Departments who are observed to be the initiators of change and those overseeing the implementation. Population denotes the ecological resource about which information is wanted.

According to the Inspectorate of State Cooperations (2011) there are 256 government organizations. This formed the target population of this study.

3.4 Sampling

According to Orodho and Kombo (2002) sampling is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group.

The study adopted non-probability sampling. This is any sampling method where some elements of the population have no chance of selection (these are sometimes referred to as out of coverage/under covered), or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection. Hence, because the selection of elements is nonrandom, non-probability sampling does not allow the estimation of sampling errors.Since the population was 256the sample size was therefore 155 as indicated in the following table.

Random Sample Size (table). David and McMorris(1967)

Table for Determining Random Sample Size from a Given Population

(Confidence level 95%; Margin of error + or - 5%)

Population Sample

N	S	N	S	N	S
10	10	220	140	1,200	291
15	14	230	144	1,300	297
20	19	240	148	1,400	302
25	24	250	152	1,500	308
30	28	**260**	155	1,600	310
35	32	270	159	1,700	313
40	36	280	162	1,800	317
45	40	290	165	1,900	320
50	44	300	169	2,000	322
55	48	320	175	2,200	327
60	52	340	181	2,400	331
65	56	360	186	2,600	335
70	59	380	191	2,800	338
75	63	400	196	3,000	341
80	66	420	201	3,500	346
85	70	440	205	4,000	351
90	73	460	210	4,500	354
95	76	480	214	5,000	357
100	80	500	217	6,000	361
110	86	550	226	7,000	364
120	92	600	234	8,000	367
130	97	650	242	9,000	368
140	103	700	248	10,000	370
150	108	750	254	15,000	375
160	113	800	260	20,000	377
170	118	850	265	30,000	379
180	123	900	269	40,000	380
190	127	950	274	50,000	381
200	132	1,000	278	75,000	382
210	136	1,100	285	100,000	**384**

3.5 Data Collection

Data was primary in nature. Research data was collected using survey method through use of structured questionnaires. The questionnaires were designed to contain both closed and open questions. In open ended questions the respondents were given room to explain their answers in detail. The administration of the questionnaires was done through drop and pick. This method allowed the respondents ample time to complete the questionnaires and ask questions where they didn't understand. The respondent's approval to participate in the research was sought before administrating the questionnaire.

The researcher obtained an introductory letter from the University to collect data from the organizations then personally delivered the questionnaires to the respondents and had them filled in his presence. The researcher also used trained and qualified research assistants to assist with the questionnaire distribution

3.6 Data Analysis

The process of data analysis involved several stages namely; data clean up and explanation. Data clean up involved editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. Completed questionnaires were edited for completeness and consistency. The data was then coded and checked for any errors and omissions (Kothari, 2004). Frequency tables, percentages and means were used to present the findings. Responses in the questionnaires were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 programme to analyze the data.

The collected data was analyzed using descriptive statistics. This included measures of central tendency such as the mean, median, mode and frequencies where applicable. This was selected considering this was a descriptive study that described a sample/group of individuals report or feed back to the study. it also described "what is" or "what happened".

For this study, the researcher was interested in measuring and establishing the factors that influence management of change in public sector organisations in Kenya. The factors influencing management of change are the independent variables and dependent variable is the management of change.

The regression equation was:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \alpha$$

Where Y is the dependent variable (Management of change), $\beta 0$ is the regression constant, $\beta 1$, $\beta 2$, $\beta 3$, $\beta 4$ and $\beta 5$ are the coefficients of the regression equation, X1 is communication, X2 is the attitude towards change, X3 is organisational change, X4 is organisational culture while α is an error term normally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings of the study as set out in the research methodology. The research data was gathered exclusively through questionnaires as the primary research instrument. The questionnaire was designed in line with the research objectives of the study. To enhance the quality of the obtained data, Likert type questions were used whereby respondents indicated the extent to which the variables were practiced in a five point Likerts scale. The data has then been presented in form of quantitative, qualitative form followed by discussions of the data results. The chapter concludes with a critical analysis of the findings.

The study targeted 155 respondents in collecting data. The results in figure 4.1 show the results.

Table 4. 1 Response Rate

	Frequency	**Percent**
Responded	120	77.0
Not responded	35	23.0
Total	**155**	**100.0**

Results in table 4.1, show that 120 out of 155 target respondents, filled in and returned the questionnaire contributing to a 77.4% response rate. This response rate was excellent and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This acceptable response rate was enabled by the researcher with the engagement of research assistants to administer the questionnaires. This survey can therefore be said to be successful and acceptable.

4.2 Respondents' demographic characteristics.

4.2.1 Sector of the Economy

The study sought to find out the sector of the economy that the organization belongs to. The results are shown in the following table 4.2.

Table 4. 2 Sector of the Economy

	Frequency	**Percent**
Service Category	76	63
Manufacturing Category	24	20
Commercial category	20	17
Total	**120**	**100.0**

The results in figure 4.2 indicate that the majority of respondents (63%) worked in service category public sector, 20% were in the manufacturing sector and 17% were in the commercial sector of the public sector organisations. This indicates that the majority of the respondents were working in the service category in the public organisations.

4.2.2 Size the Organization

The study sought to determine the size of the organization using the number of employees in the respondent's organizations. The results are indicated in table 4.3.

Table 4. 3 Number of Employees in the Organisation

	Frequency	**Percent**
Less than 200 employees	19	16
201 to 400 employees	41	34
401 to 600 employees	41	34
601 to 800 employees	43	36
More than 801 employees	19	16
Total	**120**	**100.0**

The findings in table 4.3 indicate that 36% of the respondents indicated that their organization had 601-800 employees, 34% indicated 401-600 employees, 34% indicated 201-400 employees, 16% indicated less than 200 employees and 16% indicated more than 801 employees.

This indicates that most of the public sector organizations in the study had large numbers of employees. This is due to the government efforts to increase employment in the country as part of its Economic Recovery Strategy for Wealth and Employment Creation Plan (Republic of Kenya, 2003).

4.2.3 Line Ministry

The study sought to find out the line ministry of the respondents line ministries. The respondents indicated that their line ministries were in all the public sector organizations.

This indicates that the public sector organizations in the study were from all the major categories.

4.2.4 Act of Parliament

The study sought to determine the act of parliament under which the respondent's organisation operated under. The study found out that the respondents ministry operated under the ministries operated under Cap 346, 1965.

4.2.5 Year of Establishment of Ministry

The study sought to determine the year of establishment of the respondents ministry. The results of the study indicate that most of the ministries were established in 1965 with a few being established between 2000 and 2010. This is due to the economic and government restructuring that happened after the 2002 elections which saw the introduction of new ministries and parastatals (Republic of Kenya, 2005).

4.3 Change Management

The study sought to determine various change management indicators in the organizations.

4.3.1 Awareness of Change in the Organization

The study sought to establish the awareness of change in the organization. The results are illustrated in table 4.4.

Table 4. 4 Awareness of Change in the Organisation

	Frequency	Percent
Yes	103	86
No	17	14
Total	**120**	**100.0**

The results in table 4.4 indicate that 86% of the respondents were aware of change in the organization while 14% of the respondents were not aware of change in the organization.

This indicates that there was change in the organizations. These changes can be attributed to various measures taken by the government to address various challenges in the country. Some of those measures include: The Government adopted participatory planning through involvement of stakeholders in the development of Economic Recovery Strategy for Wealth and Employment Creation (ERS) in 2003 and its Investment Programme (IP-ERS) that focused on strengthening economic growth, enhancing equity and reducing poverty and improving governance. The Government also embarked on institutional framework aimed at improving public sector performance and improving service delivery through enhancing the change management for results capacity of leaders and the public service, development and promotion of accountability mechanism to citizens and development partners. This led to introduction of various RBM tools such as strategic planning and annual work planning in all Ministries, Departments and Agencies (MDAs) in 2004, performance contracting in 2004, launch of National Integrated Monitoring and Evaluation System (NIMES) in 2004, rapid results initiatives in 2005, *Huduma Bora Ni Haki Yako* (quality service is your right) campaign in 2005, service charters in 2007, and sectoral reforms e.g public financial management, water, health, lands, education, trade, local government, 'governance, justice, law and order' (GJLOS), agriculture, environment, parliament, judiciary, human resource management, physical infrastructure and information and communication technologies (ICT) (Republic of Kenya, 2005).

4.3.2 Main Triggers of Change in the Organization

The study sought to find out the main triggers of change in the organization. The results are shown in table 4.5.

Table 4. 5 Main Triggers of Change in the Organization

	Frequency	**Percent**
External Factors	90	75
Internal Factors	30	25
Total	**120**	**100.0**

The findings in table 4.5 indicate that 75% of the respondents indicated that external factors were the main triggers of change in the organizations while 25% of the respondents indicated that internal factors were the main triggers of change in the organization.

This indicates that external factors were the main triggers of change in the organizations.

4.3.3 Factors Triggering Change in the Organization

The study sought to find out the extent to which several factors were triggers of change in the organizations. The results are shown in table 4.6

Table 4. 6 Factors Influencing Change Management

	Mean	Std. Deviation
Employees	3.9677	1.30343
Organizational resources	3.8065	1.13782
Organizational culture	3.6129	1.20215
Organizational leadership	3.8065	1.13782
Employee attitudes to change	4.0323	1.07963
Employee resistance to change	4.0000	1.00000
Management dedication to change	3.9677	1.30343
Organizational policies	3.8065	1.13782
communication	3.6129	1.20215

The findings indicate that the respondents agreed to a great extent that employees, organizational resources, organizational culture, organizational leadership, employee attitudes to change, employee resistance to change, management dedication to change, organizational policies and communication triggered change in the organization as shown by means of 3.9677, 3.8065, 3.6129, 3.8065, 4.0323, 4.0000, 3.9677, 3.8065 and 3.6129 respectively.

This indicates that employees, organizational resources, organizational culture, organizational leadership, employee attitudes to change, employee resistance to change, management dedication to change, organizational policies and communication triggered change in the organization.

4.4 Factors Influencing Change Management

4.4.1 Internal Communication Factors

The study sought to establish the extent to which the internal communication factors affected change management in the organization. The results are shown in table 4.7.

Table 4. 7 Internal Communication Factors

	Mean	Std. Deviation
Change management is communicated effectively within the department	3.9032	1.10619
There is mutual relationship among the workers which enables communication and hence change management	3.4194	1.28515
Some failure in internal communication have sometimes led to failure of implementation of change management in the institution	3.3871	.98919
There is a clear vision that governs change in the organization	3.1935	1.27591
Leadership influences the change management practices in the organization	3.4516	1.20661
There is adequate training to enable employees cope with the change in management	3.4516	.88840

The results in table 4.7 indicate that the respondents agreed to a moderate extent that there is mutual relationship among the workers which enables communication and hence change management, some failure in internal communication have sometimes led to failure of implementation of change management in the institution and there is a clear vision that governs change in the organization as shown by means of 3.4194, 3.3871 and 3.1935 respectively while the respondents agreed to a great extent that change management is communicated effectively within the department, leadership influences the change management practices in the organization and there is adequate training to enable employees cope with the change in management as shown by means of 3.9032, 3.4516 and 3.4516 respectively.

This indicates that change management is communicated effectively within the department, leadership influences the change management practices in the organization and there is adequate training to enable employees cope with the change in management are the main internal communication factors influencing change in the organization while mutual relationship among the workers which enables communication and hence change management, some failure in internal communication have sometimes led to failure of implementation of change management in the institution and there is a clear vision that governs change in the organization are also internal communication factors influencing change in the organization

4.4.2 Employee Adaptability

The study sought to establish the extent to which employee adaptability factors affected change management in the organization. The results are shown in table 4.8.

Table 4. 8 Employee Adaptability

	Frequency	**Percent**
To a very great extent	48	40
To a great extent	32	27
To a moderate extent	46	38
To a little extent	11	9
To no extent	7	6
Total	**120**	**100.0**

The results in table 4.8 indicate that the employee adaptability affected change management in the organization to a very great extent as shown by 40% of the respondents, to a moderate extent as shown by 38% of the respondents, to a great extent as shown by 27% of the respondents, to a little extent as shown by 9% of the respondents and to no extent as shown by 6% of the respondents.

This indicates that employee adaptability affects change management in the organizations to a very great extent.

4.4.3 Resistance in the Organization

The study sought to establish the extent to which there is resistance in the organization. The results are shown in table 4.9

Table 4. 9 Resistance in the Organisation

	Mean	Std. Deviation
Employees resist implementation of change within the institution	4.1100	.86334
Employee tend to refuse new responsibilities brought about by change in management	4.3300	.86521
Poor organizational structure causes resistance among some employees	4.2700	.73656

The results in table 4.3 indicate that the respondents indicated that employees resist implementation of change within the institution, employee tend to refuse new responsibilities brought about by change in management and poor organizational structure causes resistance among some employees to a great extent as shown by means of 4.1100, 4.3300 and 4.2700 respectively.

4.4.4 Organizational Culture

The study sought to establish the extent to organizational culture influences change management in the organization. The results are shown in table 4.10.

Table 4. 10 Organizational Culture

	Frequency	Percent
To a very great extent	24	20
To a great extent	38	32
To a moderate extent	59	49
To a little extent	35	29
To no extent	23	19
Total	**120**	**100.0**

The findings in figure 4.7 indicate that organizational culture influences change management in the organization to a moderate extent as shown by 49% of the respondents, to a great extent as shown by 32% of the respondents, to a little extent as shown by 29% of the respondents, to a very great extent as shown by 20% of the respondents and to no extent as shown by 19% of the respondents.

This indicates that organizational culture influences change management in the organization.

4.4.5 Strategy-culture relationship

The study sought to establish the extent to organizational culture influences change management in the organization. The study therefore asked the respondents to which the following statements about organizational culture affect change management at the organization. The results are shown in table 4.11.

Table 4. 11 organizational culture and change management at the organization

	Mean	Std. Deviation
The institution's culture is consistent with the change management strategy	4.2600	.81178
The institution's culture is a powerful driving force in implementation of change management	4.1000	1.07778
The institution's structure provides overall framework for strategy implementation	4.2600	.81178

The findings indicate that the respondents agreed to a great extent that the institution's culture is consistent with the change management strategy, the institution's culture is a powerful driving force in implementation of change management and the institution's structure provides overall framework for strategy implementation affect change management as shown by means of 4.2600, 4.1000 and 4.2600 respectively.

This indicates that the institution's culture is consistent with the change management strategy, the institution's culture is a powerful driving force in implementation of change management and the institution's structure provides overall framework for strategy implementation affect change management.

4.4.6 Organization's Mission, Strategy and Key Long Term Objectives

The study sought to find out the respondent's agreement to the statement that fact that the organization's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its management. The results are illustrated in figure 4.8.

Table 4. 12 Organisation's Mission, Strategy and Key Long Term Objectives

	Frequency	Percent
Strongly agree	66	55
Agree	41	34
Neutral	24	20
Disagree	5	4
Strongly disagree	8	7
Total	**120**	**100.0**

The findings indicate that the majority (55%) strongly agreed that organization's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its management, 34% agreed, 20% were neutral, 4% disagreed while 7% strongly disagreed.

This indicates that the organization's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its management.

4.4.7 Management Team Characteristics

The study sought to establish how management team contributes to challenges in change management implementation at the organization. The results are shown in table 4.13.

Table 4. 13 Characteristics of the Management Team

	Mean	Std. Deviation
Managerial abilities	3.1800	2.27139
Education background	3.6100	.80271
Previous track record	3.7200	1.18134
Experience	3.5600	1.46556
Personality	4.4900	4.12064
Temperament	4.1500	.94682

The findings in table 4.5 indicate that most of the respondents agreed to a great extent that education background, previous track record, experience, personality and temperament contributes to challenges in change management implementation at the organization as shown by means of 3.6100, 3.7200, 3.5600, 4.4900 and 4.1500 respectively while they agreed to a moderate extent that managerial abilities contribute to challenges in change management implementation at the organization as shown by a mean of 3.1800.

This indicates that education background, previous track record, experience, personality and temperament contributes to challenges in change management implementation at the organization and managerial abilities contribute to challenges in change management implementation at the organizations.

4.4.8 System Compatibility

To what extent does system compatibility influence change management in your institution?

The study sought to determine to what extent system compatibility influences change management in the respondents organizations. The results are shown in table 4.14

Table 4. 14 System Compatibility

	Frequency	**Percent**
To a very great extent	19	16
To a great extent	34	28
To a moderate extent	30	25
To a little extent	24	20
To no extent	34	28
Total	**120**	**100.0**

The findings indicate that the respondents agreed to a great extent that system compatibility influences change management in the respondents organizations as shown by 28% of the respondents, to no extent as shown by 28% of the respondents, to a moderate extent as shown by 25% of the respondents, to a little extent as shown by 20% of the respondents and to a very great extent as shown by 16% of the respondents.

This indicates that system compatibility influences change management in the organizations.

4.4.9 System Compatibility Challenges

The study sought to determine how system compatibility acts as a challenge to change management in the organization. The results are shown in table 4.15.

Table 4. 15 System Compatibility Challenges

	Mean	Std. Deviation
Installation of new systems poses financial challenge in the change management	4.0800	.98144
Lack of proper knowledge poses a challenge in change management	4.2000	1.03475
A mismatch between software tools and company needs challenges change management in the institution	4.3300	.95405
Compatibility of the different systems causes a challenge in management	4.0900	1.05500
Roadblocks to collaboration between departments also fails the implementation of change management	4.1400	.94302

The findings indicate that the respondents agreed to a great extent that installation of new systems poses financial challenge in the change management, lack of proper knowledge poses a challenge in change management, a mismatch between software tools and company needs challenges change management in the institution, compatibility of the different systems causes a challenge in management and roadblocks to collaboration between departments also fails the implementation of change management act as a challenge to change management in the organization as shown by means of 4.0800, 4.2000, 4.3300, 4.0900 and 4.1400 respectively.

This indicates that installation of new systems poses financial challenge in the change management, lack of proper knowledge poses a challenge in change management, a mismatch between software tools and company needs challenges change management in the institution, compatibility of the different systems causes a challenge in management and roadblocks to collaboration between departments also fails the implementation of change management act as a challenge to change management in the organizations.

Table 4. 16 The regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839[a]	.704	.698	.06875

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the above table the value of adjusted R squared was 0.698 an indication that there was variation of 69.8% of management of change due to changes in communication, attitude towards change, organisational change and organisational culture. This shows that 69.8 % changes in management of change could be accounted for by changes in communication, attitude towards change, organizational change and organizational culture. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.839.

Table 4. 17 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.750	.675		1.111	.277
	Communication	-.595	.160	-.583	-3.707	.001
	Attitude Towards Change	-.139	.148	-.143	-.938	.357
	Organizational Change	-.203	.200	-.174	-1.018	.318
	Organizational Culture	-.375	.128	-.405	-2.926	.007

The established regression equation was

$$Y = 0.750 + 0.595\ X_1 + 0.139\ X_2 + 0.203\ X_3 + 0.375\ X_4$$

From the above regression equation it was revealed that holding changes in communication, attitude towards change, organizational change and organizational culture to a constant zero, change management would stand at 0.750, a unit increase in communication would lead to decrease in change management by a factors of 0.595, unit increase on the attitude towards change would lead to decrease in change management by factors of 0.139, unit increase in organizational change would lead to decrease in change management by a factor of 0.203 and unit increase in organizational culture would lead to decrease in change management by a factors of 0.245.

This indicates that communication, attitude towards change, organizational change and organizational culture are the factors that influence management of change in public sector organizations in Kenya.

4.5 Discussion

As organisations encounter demanding clients and a competitive environment, organizational change efforts are more important for the long-term survival of many organizations. While these changes can take different forms (e.g. restructuring, introduction of new technology, mergers, or acquisitions) change success hinges on management's ability to consider all change factors when planning change efforts.

The results of this study provide insight into the integrative role of change content, context, process and individual differences. The study found out that employees, organizational resources, organizational culture, organizational leadership, employee attitudes to change, employee resistance to change, management dedication to change, organizational policies and communication triggered change in the organizations. Practically, this finding emphasizes the need for change agents to carefully plan change efforts. Change agents should be conscious of the prior change attempts that have been implemented in the organization. The organization's change history has the potential to influence the cynicism level among employees (Reichers *et al.,* 1997) and, as our results indicate, the change beliefs held by employees. We would also expect change resistance to mediate the relationship between other individual characteristics and management's attempts to prepare employees for change.

Organizational culture and employee adaptability was also found to mediate the relationship between change management and employee resistance. Participants were informed of the change through a internal communication methods with management. It seems possible that management underestimated the impact of the change on the employees, spent little time explaining the change to the employees, therefore resulting in the low levels of affective commitment for change. Evidence for this conclusion can be drawn from a study conducted by Schweiger and DeNisi (1991). In this study, the authors investigated two groups of employees involved in a merger. One group was informed of the merger through a newsletter, access to a telephone hotline, group meetings with management, and individual meetings with other employees affected by the change. A second experimental group received information about the merger only through a letter sent by the CEO of the organization. Results of this study concluded that both groups experienced increases in stress and decreases in satisfaction as a result of the merger. However, the group that was given information from multiple sources coped better with the change and this difference was more evident over time.

Another possible explanation of the low commitment among the change target was their lack of participation in the change implementation. Employees were simply told of the impending change and not given the opportunity to become directly involved. In research conducted over 50 years ago, Coch and French (1948) concluded that groups allowed to participate in change efforts displayed less aggression toward management, experienced lower turnover, and recovered faster (i.e. production levels). Similarly, Nutt (1986) found that change implementation characterized by the change agent exhibiting control and personal power while avoiding any form of participation from the change target (termed “implementation by edicts”) resulted in only a 43 percent change success rate. Conversely, change implementation tactics involving persuasion and participation had 75 percent success rates. Considering the above discussion, our findings suggest that process has the potential to counteract the negative consequences of employee cynicism. Individuals high in cynicism may be more likely to commit to organizational change if they have been properly prepared for the change. Conversely, individuals low in cynicism will likely resist committing to change if management has not properly prepared them for change.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objective of the study was to establish the factors that influence management of change in public sector organizations in Kenya.

5.2 Summary of the Findings

The study found out that there was change in the organizations and that external factors were the main triggers of change in the organizations. The study also found out that employees, organizational resources, organizational culture, organizational leadership, employee attitudes to change, employee resistance to change, management dedication to change, organizational policies and communication triggered change in the organizations.

The study also found out that change management is communicated effectively within the departments, leadership influences the change management practices in the organizations and there is adequate training to enable employees cope with the change are the main internal communication factors influencing change in the organizations while mutual relationship among the workers which enables communication and hence change management, some failure in internal communication have sometimes led to failure of implementation of change management in the institutions and there is a clear vision that governs change in the organization are also internal communication factors influencing change in the organization

The study also found out that employee adaptability affects change management in the organizations to a very great extent and that employees resist implementation of change within the institution, employee tend to refuse new responsibilities brought about by change in management and poor organizational structure causes resistance among some employees to a great extent.

The study also found out that organizational culture influences change management in the organization, the institution's culture is consistent with the change management strategy, the institution's culture is a powerful driving force in implementation of change management and the institution's structure provides overall framework for strategy implementation affect change management. The organization's mission, strategy and key long term objectives are also strongly influenced by the personal goals and values of its management.

The study also found out that education background, previous track record, experience, personality and temperament contributes to challenges in change management implementation at the organization and managerial abilities contribute to challenges in change management implementation at the organizations.

The study finally found out that system compatibility influences change management in the organizations. The installation of new systems poses financial challenge in the change management, lack of proper knowledge poses a challenge in change management, a mismatch between software tools and company needs challenges change management in the institution, compatibility of the different systems causes a challenge in management and roadblocks to collaboration between departments also fails the implementation of change management act as a challenge to change management in the organizations

5.3 Conclusion

The study concludes that external factors are the main triggers of change in public sector organizations, employees, organizational resources, organizational culture, organizational leadership, employee attitudes to change, employee resistance to change, management dedication to change, organizational policies and communication are also triggers to change in public sector organizations in Kenya.

The study also concludes that change management is communicated effectively within the departments, leadership influences the change management practices in the organizations and there is adequate training to enable employees cope with the change are the main internal communication factors influencing change in the Kenya's public sector organizations while mutual relationship among the workers which enables communication and hence change management, some failure in internal communication have sometimes led to failure of implementation of change management in the institutions and there is a clear vision that governs change in the organization are also internal communication factors influencing change in the organization.

The study also concludes that employee adaptability affects change management in the organizations to a very great extent and that employees resist implementation of change within the institution, employee tend to refuse new responsibilities brought about by change in management and poor organizational structure causes resistance among some employees to a great extent.

The study also concludes that organizational culture influences change management in the organization, the institution's culture is consistent with the change management strategy, the institution's culture is a powerful driving force in implementation of change management and the institution's structure provides overall framework for strategy implementation affect change management. The organization's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its management.

The study also concludes that education background, previous track record, experience, personality and temperament contributes to challenges in change management implementation at the organization and managerial abilities contribute to challenges in change management implementation at the organizations.

The study also concludes that system compatibility influences change management in the organizations. The installation of new systems poses financial challenge in the change management, lack of proper knowledge poses a challenge in change management, a mismatch between software tools and company needs challenges change management in the institution, compatibility of the different systems causes a challenge in management and roadblocks to collaboration between departments also fails the implementation of change management act as a challenge to change management in the organizations.

5.4 Recommendations for Policy and Practice

Since communication was found to influence change management to a moderate extent, the study recommends that proper communication networks must be enhanced for effective implementation of change management practices in the institutions. There is a need to develop change management practices to promote processes of change. This will resolve failures in internal communication that have sometimes led to failure of implementation of change management in the bank and leadership which influences the change management practices in the organization. Further, this will enable effective communication of change management within the department. In addition, it will enhance listening to each other through the communication systems in the organization, communication will get people to talk to one another, language problems causing blockages in organizational communication will be eliminated, and communication will also help people work through their concerns. There should also be adequate training to enable employees cope with the change in management.

The study found that employee adaptability influence change management in the institution to a great extent. The study therefore recommends that employees' adaptability should be tackled by enlightening them in advance through seminars, workshops and offering training programs to influence change management in the institution. This should go hand in hand with ensuring proper management of employees' resistance, employee responsibilities and good organizational structures.

From the study findings, organization culture was found to influence change management in the institution to a great extent. The study thus recommends that the institutions implementing change management should enhance their organization culture to influence success in the change management practices. The institution's structure should be well aligned to provide overall framework for strategy implementation, the institution's culture should also be consistent with the change management strategy. The institution's culture should also be enhanced as a powerful driving force in implementation of change management and the firm's mission, strategy and key long term objectives be strongly influenced by the personal goals and values of its management.

The study also found system compatibility influences change management in the institution to a great extent. The study hence recommends that the institution should install systems (for instance technological) that are compatible with the change management practices. They will enable in dealing with challenges of management, roadblocks to collaboration between departments which fails the implementation of change management. It will also involve installation of new systems whose lack pose financial challenges in the change management and proper knowledge required for successful change management practices implementations.

The study found that change agents influence change management practices in the institutions to a great extent. The study finally recommends that change agents responsible of leading the change management practices should strive to encourage others for excellence through employees' own behavior and full recognition of high standards of behavior. The change agents should also talk about the institution's vision and goals, they should always be punctual and well prepared and they should hold regular meetings to stimulate ideas for improvement.

5.4 Limitations of the Study

A limitation for the purpose of this research was regarded as a factor that was present and contributed to varying rates of success in the study.

The main limitations of this study were that some respondents refused to fill in the questionnaires. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate. In addition the study focused on public sector organization that were based in Nairobi hence the change management factors affecting them might not be the same as those affecting similar organization elsewhere in the country.

The study was also limited by the small number of respondents and the number of organizations used in the study. The study would have been more accurate if all the organisations and a larger number of respondents were used in the study.

5.5 Suggestions for Further research

The study has explored the factors influencing change management in public sector organizations in Kenya and established that change agents, organization culture, communication, employees' readiness to change and system compatibility are the main factors influencing change management practices in public sector organizations in Kenya. The public sector organizations in Kenya however are comprised of many others which differ in their way of management and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the public sector organizations in Kenya and hence pave way for new policies.

The study further recommends that another study be carried out to include all the public sector organizations in Kenya and to have a larger number of respondents. Further on measures to be taken to ensure that respondents are assured of anonymity to ensure that they fill the questionnaires. This will ensure that the study's findings can be generalizable to all the public sector organizations in Kenya.

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Appendix : Questionnaire

SECTION A: Organizational Bio data

1. Which sector does this organization belong to?

   Service Category []

   Manufacturing Category []

   Commercial Category []

2. How many employees are in the organization?

   Less than 200 employees []

   201 to 400 employees []

   401 to 600 employee []

   601 to 800 employees []

   More than 801 employees []

3. Please indicate your line Ministry

   ....

4. Under which act of parliament does your ministry operate?

   ....

5. In which year was your organization established?

   ....

SECTION B: CHANGE MANAGEMENT

6. Are you aware of any changes that have taken place in your organization?

   Yes [ ]

   No [ ]

7. Which of the following are the main triggers of change in the organization?

   External Factors [ ]

   Internal Factors [ ]

8. To what extent do the following factors trigger change in the organization? Use a scale of 1 to 5 where 5= to a very great extent, 4 = to a great extent, 3 = moderate extend, 2 = little extent and1 is no extent.

	1	2	3	4	5
Political factors					
Economic Factors					
Socio-cultural Factors					
Technological Factors					
Organization culture					
Leadership					
Employees					

SECTION C: FACTORS INFLUENCING CHANGE MANAGEMENT

9. To what extent do the following factors influence change management in the organization? Use a scale of 1 to 5 where 5= to a very great extent, 4 = to a great extent, 3 = moderate extend, 2 = little extent and1 is no extent.

	1	2	3	4	5
Employees					
Organizational resources					
Organizational culture					
Organizational leadership					
Employee attitudes to change					
Employee resistance to change					
Management dedication to change					
Organizational policies					
Communication					

10. To what extent do you agree with the following statements about the effects of internal communication on change management at the organization? Use a scale of 1 to 5 where 5= to a very great extent, 4 = to a great extent, 3 = moderate extend, 2 = little extent and1 is no extent.

Statement	5	4	3	2	1
Change management is communicated effectively within the department					
There is mutual relationship among the workers which enables communication and hence change management					
Some failure in internal communication have sometimes led to failure of implementation of change management in the institution					
There is a clear vision that governs change in the organization					
Leadership influences the change management practices in the organization					
There is adequate training to enable employees cope with the change in managemen					
Others, (Specify...)					

11. To what extent does employee adaptability influence change management in your institution?

To a very great extent []
To a great extent []
To a moderate extent []
To a little extent []
To no extent []

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

Statement	**5**	**4**	**3**	**2**	**1**
Employees resist implementation of change within the institution					
Employee tend to refuse new responsibilities brought about by change in management					
Poor organizational structure causes resistance among some employees					
Others, (Specify...)					

13. To what extent does organizational culture influence change management in your institution?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

To no extent []

14. Managing the strategy-culture relationship requires sensitivity to the interaction between changes and compatibility of change and the organizational culture. In light of this statement, rate your level of agreement to the following statements about organizational culture and change management at the organization. Use a scale of 1 to 5 where 5 is strongly agree and 1 is strongly disagree.

Statement	**5**	**4**	**3**	**2**	**1**
The institution's culture is consistent with the change management strategy					
The institution's culture is a powerful driving force in implementation of change management					
The institution's structure provides overall framework for strategy implementation					
Others, (Specify...)					

15. The organization's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its management. To what extent do you agree with the statement?

Strongly agree []

Agree []

Neutral []

Disagree []

Strongly disagree []

16. To what extent do the following characteristics of the management team contribute to challenges in change management implementation at the organisation?

Statement	**5**	**4**	**3**	**2**	**1**
Managerial abilities					
Education background					
Previous track record					
Experience					
Personality					
Temperament					
Others, (Specify...)					

17. To what extent does system compatibility influence change management in your institution?

To a very great extent []

To a great extent []

To a moderate extent []

To a little extent []

To no extent []

18. Resource management and development must support an organization's strategies. In the light of this statement rate your level of agreement to the following statements about system compatibility as a challenge to change management at the organisation.

Statement	**5**	**4**	**3**	**2**	**1**
Installation of new systems poses financial challenge in the change management					
Lack of proper knowledge poses a challenge in change management					
A mismatch between software tools and company needs challenges change management inthe institution					
Compatibility of the different systems causes a challenge in management					
Roadblocks to collaboration between departments also fails the implementation of change management					
Others, (Specify...)					