

# EMMAH WANJIKU KARACHU - D61/75079/2014 STRATEGIC CHANGE MANAGEMENT PRACTICES AT NAIROBI CITY COUNTY GOVERNMENT OF KENYA

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Organizations should adopt change in order to continue thriving, fulfilling, and surpassing competition in their industry of operation. Change is an inevitable in every industry. It is inform of organization restructure, products development, and the release of new products in the market. Prior to implementing the change strategy, an organization requires proper planning. Failure to do will result in market failures, loss in form of sales, and chaos. Strategic change management is the solution required by organizations in order to properly implement change. Strategic change management enables an organization lay out proper plans and strategy required for smooth implementation of change. The strategy also enables an organization develop capacity development such that it become competent as it goes on with the implementation of change (Kotter & Schlesinger, 2008). (Kotter & Schlesinger, 2008). Nairobi City County is facing many challenges related to strategic change management practices (Mugasia, 2012). It is necessary to study the strategic management practices the County has implemented and find out if the practices are effectively implemented and whether they help minimize or eliminate the challenges.

Resource Based Theory, the Stakeholder theory and Stage theory will be used to illustrate a number of issues in this study. Organization <sup>4</sup>resources are crucial to the success and growth of an organization and they are both tangible assets such as capital, skilled personnel, technology and machinery. The Resource-based theory was developed from the work of Wenerfelt (1984) an

organization performances is primarily determined by the kind of resources in its possession. Good resources would make an organization competitive over its peers in the long run. The stakeholder Theory on the other hand was developed by Freeman (1984) and is an instrument to define critical stakeholders in the environment of management practices in order to define development for strategy. Stage theory according to Alter & Hage (1993) encompasses several stages that are different; each stage has its own specific goals. Therefore, an organization should align its operation to achieve the varying goals in every stage. The process leads to an overall achievement of an organization objectives.

The new constitution of Kenya led to the creation of counties in Kenya, and Nairobi County is one of them. Under the previous constitutions, it served as a city a city council of the same region. The county is guided in its operations by the devolved Government Act as well as the cities and urban areas Act among other Acts that may be developed by the Kenyan senate and the parliament.. The first and most cited challenge that Nairobi City County faces is corruption by the county revenue collection agents, poor drainage which renders most roads impassable when it rains (Daily Nation, Tuesday November, 2014). The introduction of e-jijipay application transformed the conduct of business in respect to payments in the Nairobi County. Upon the implementation of the E-jijipay application, the residents of the county along with other users of its facilities make payments online for services offered by the Nairobi County. Some of the services offered include parking, rent, business permits, advertisement fees, and construction permits among other fees as required by the law. The change in payment has led to a great reduction in corruption within the county and this has a positive impact on the generation of revenues by the government by more than a 50 percent (Kenya ICT Authority). Nairobi City County has also put in place ICT infrastructure that enables the customer to get their feedback on

time and also access the portal for payment instead of having to queue for payment (Kenya ICT Authority) (Okoth, 2016). NCC partnered with the Kenya School of Government (KSG) to build capacity. According to Okoth (2016), the partnership of the Nairobi County with KSG would assist the county workers to develop a good working culture and attitude that is oriented towards professionalism in service delivery.

### **1.1.1 Strategic change management Practices**

Bloom, Dorgan, Dowdy and Reenen (2007) indicated that there exist a wide range of good strategic change practices and techniques in the public domain, which can be easily accessible however, many organizations thrive in poor management due to failure to utilize such techniques. Good practices in strategic change management have a positive correlation with good performance and it is expected that all the organizations would make utilization of the good practices.

Muteti (2014) argues that strategic management exhibit itself in the form of the techniques, processes, and tools that assist people to meet the required targets in their place of work infrastructure as well as when implementing business change. The management of organization is a very paramount process that depends on different factors that can be within or out of an organization environment. They can influence an organization positively or negatively (Burnes, 2004). In order for organizations to remain relevant and retain their share of the market as well as to increase their generation of revenues, they are required to undergo **strategic change management**.

**Strategic change management is the process of managing change in a structured, thoughtful way in order to meet organization goals, objectives and missions.** According to the Change

management best practices guide, 2009, there are five (5) key Strategic management practices common to success in managing organizational change. These include; Planning (it entails development of the objective of the strategic change management, documentation as well as coming up with a way to achieve it), the definition of governance (establishing the right structures for the organizations, their respective roles and responsibilities as well as engaging the change stakeholders and support), leadership commitment (there should be commitment for change right from the top management, they should by example and guide the organization behavior), informed stakeholders (this could be attained by educating all the stakeholders in an organization about the strategic management changes, creating consultative meetings, brainstorming among the stakeholders, and encouraging other forms of stakeholders participation in an organization), and eventually aligning the workforce to the strategic change strategy by developing plans to accommodate the workers in the process of change in the organization and preparing them for the expected impacts of change (Change management best practices guide, 2009). Effective change management practices ensures that employees carry on well with their duties even in the new working environment Change management practices also reduce resistance to change (Change management best practices guide, 2009).

### **1.1.2 County governments in Kenya**

In the late 20th century, organizations and governments received immense pressure from their workforce and stakeholders who desired greater representation and consideration in the management of the organizations affairs. It was in form minority groups in the organization demanding higher representation and inclusion in management. Previously, in the old system, management was centralized but due to the resistant from the stakeholders the centralized government had to be changed. (Finance & Development journal 1993.v,36). Kenya was not an

exceptional, According to Ghai(2006) most African Countries with centralized systems of government experience several problems associated with poor or failed Governance .Mulli (2014) also stated that lack of devolution in most African Countries with centralized governments leads to limited participation by its Citizens. Most African countries were affected by kind of leadership by their colonial masters. Most of those leaders and political figures are extremely corrupt and inexperienced. Poor Governance continues to tear the Beautiful countries (Africaw).

Since Independence there have been several efforts to bring reforms in various sectors of Kenyan example land reforms. According to William D & Marianne F. (1999) decentralized Government promote stability in politics and hasten economic development, however, this is only possible if there is a proper transfer and coordination of responsibilities and resources between governments Mulli (2014) explains how devolution in Kenya has been undertaken. There are three phases where the first phase involved the Majimbo systems immediately after independence, the local authorities systems, the constituency development fund and the current county systems.

The newly promulgated constitution of Kenya came in with a new government system that has two levels namely; the central government headed by the president and the devolved governments referred to as county governments, headed by Governors Obiga (2014) a total of 47 counties were created.

### **1.1.3 Nairobi City County Government of Kenya**

Nairobi City County Government is one of the 47 counties. It came into existence in March 2013 on the same boundaries of what was formally known as Nairobi province. It has 17 sub counties represented by members of the national assembly with 85 wards represented by members of county assembly ([www.nairobi.go.ke](http://www.nairobi.go.ke)). Nairobi, as the capital city of Kenya is a Centre of industry, education and culture. It is also the headquarters of two United Nations agencies, United Centre for Human Settlement (UN-Habitat) and houses regional offices of other United Nations agencies. The Nairobi county government is headed by His Excellency the governor Dr. Evans Kidero. The governor came into power with a list of drafted strategies to deliver according to his manifesto “my commitment to you.” His manifesto emphasized on effective revenue collections, insecurity, job creation, reduction of operational costs, as well as increasing efficiency by simplifying processes within the County government.

Currently, it is estimated that Nairobi has 4 million plus residents and the number is expected to grow due to high numbers of rural to urban migration (Wikipedia.org). Wikipedia.org highlights eight challenges faced by Nairobi County government. These include; zoning (no clear policy on development zoning and control and if present, they have and/or are not enforced), privatization of the public transport which saw commuter fares rise, increased road accidents, high crime rate within the city, fire safety measure not in place in most city suburbs, inadequate housing and informal settlements, poor sewerage, poor solid waste management and poor planning of the city. According to Omenya (2010), the Nairobi County government has several challenges that range from poverty exclusion within its boundaries, insecurity, poor waste management, poor drainage

system, tribalism, corruption, degradation of environment, poor urban planning that has led to formal and informal settlements among other challenges.

## 1.2 Research Problem

When managing change one needs to know the key elements to change which include: what is changing, why the change is taking place, which change impacts and how to monitor the changes throughout the process Kepkemoi and Moronge (2015). These will help identify the training and communication needs and eventually track all the change implementation stages. Factors that would push organizations decision to change include, when they are faced with <sup>8</sup> big crisis that could be internal or external or consumer behavioral which modify the firm's setting, when the firm envisions change from its current system thus requiring a great overhaul of its structures (Satler, 2002). Others include; when a firm analyzes <sup>8</sup> competitive position, and finds a way for <sup>8</sup> creating value for customers and be different from competitors and when it would like to expand its strengths and opportunities and decrease its threats and weakness, organization change is unavoidable (Goll, Johnson, & Rasheed, 2007). For all these reasons the firm will need good strategic change management practices to adopt to change.

Nairobi County has experienced episodes of strategic management discontents which have had adverse effect on the City's economic performance. These discontents are that; the City is overcrowded; high corruption rate by City County officers; lack of the City's master plan; poor solid waste management; poor sewerage and liquid waste management; inadequate housing and informal settlements; poor traffic management The City lacks proper firefighting equipment and measures; wherever they exist they are poorly maintained, inadequate and inefficient; poor security and urban planning among others. (Kryptone Consulting Kenya Ltd report, 2013).



According to Ndegwa (2014), despite the many discontents, the City has launched a draft master plan that is expected to tackle these challenges as the city seeks to become globally attractive.

Empirical studies on this area of knowledge Internationally includes (Besnson, Kimmel & lawler 2013), Price & Chahal (2006) their studies provided useful insight into how various organizational approach strategic change in different context and how they respond on the same.

Reddi& moon (2012) studied strategic change at Samsung, Hyundai and Daewoo and noted these firms are breaking themselves up into smaller units and converting their managers into entrepreneurs. Kamugusa(2013)conducted a study in Rwanda on the effect of change management on the National university of Rwanda. The study found out that there are changes in the management of faculties and modules, downsizing, outsourcing and recruiting of more staff. These changes have revolutionaries the university and had made it well placed in attaining its objectives.

Locally, Munywoki (2013) made a study on the strategic changes in management practices that have been implemented by Kenya Commercial banks and found that the commercial banks faced challenges such as information and technological innovation issues in managing strategic change. Chepkemoi and Moronge (2015) examined the challenges hindering effective strategic change management in Counties in Kenya and found that leadership and governance had the strongest positive influence on effective strategic change management.

William (2013) carried out a study on strategic management practices by Government Agencies in Road construction industry in Kenya and found that the road construction industry in Kenya had adopted strategic change management in delivering their mandate. Okoth, A.(2015) Carried out a similar study in the strategic change and management practices as well as the hardship

realized by Maryland Global Initiatives corporation in Kenya and found that Corporation uses such measures as enhancement of collaboration/participation between Departments.

From the studies carried out different organizations respond differently to environmental changes. NCC is continuously undergoing a lot of changes and none of the study examined strategic change management at the Nairobi City County Government in Kenya, this brings a gap in knowledge that this study sort to bridge through answering the questions; What are the strategic change management practices adopted by the Nairobi City County Government in Kenya?; what are the <sup>3</sup> challenges of managing change at the Nairobi City County Government of Kenya?

### 1.3 Research Objectives

- i. To determine the strategic change management practices adopted by the Nairobi City County Government of Kenya
- ii. <sup>3</sup> To establish the challenges of managing strategic change at the Nairobi City County Government of <sup>10</sup> Kenya.

### 1.4 Value of the Study

The results of the study will be significant to the management of Nairobi City County and other Counties in successfully implementing strategic change management practices and in general to realize the need for change with the many challenges they are facing. The research will also help Nairobi City County to <sup>2</sup> develop an innovative vision for where the County needs to be, and in coming up with an innovative path for achieving excellence in their operations (Korir, 2014) and

to the employees, this study will be significant since it will help them realize the importance of change and make sure that they comprehend as well as accept with ease the new management practices due to proper comprehension of the nature of change under the current practices, and the benefits that they change will bring upon being implemented (Green,2005).

The study will be very critical to the current theories by ways of challenging or supporting the theories by ways of new findings. More so, it will be of paramount importance to the resource base theory. The presiding governors will be expected to oversee resource mobilization and utilization in their counties. Success or failure of an organization depends, largely on availability of resources.

The study findings may be of great importance to the researchers and Scholars, as it may contribute to both theoretical and practical knowledge on the effect of strategic change in the county governments and Scholars will also find this study significant as it will add to the body of knowledge that exists such as Munywoki (2013); Ruguru (2014); Kepkemoi and Moronge (2015).<sup>2</sup> The study will also form a basis for future research on strategic change management practices in the Kenyan context and on researching on other related topics and it will also suggest areas of further research in areas of change management.

The study will be of important to policy makers as the Government in management of strategic change that will enable the county governments to deal with the challenges of strategic change management practices

# 1 CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter will represent literature by other scholars in regard to strategic change management practices in organization that will form the basis of this study. It analysis the theories advanced in understanding the topic. It will also give an insight on the challenges of managing change in organizations and a summary of literature and knowledge gaps.

### 2.2 Theoretical Foundation of the Research

There are three theories that will be relevant to this study .The theories include Resource Base Theory, the stakeholders Theory and stage theory. They are discussed below.

#### 2.2.1 Resource-Based Theory

The Resource-Based Theory was developed from the work of Wernerfelt (1984). The resource-based theory is of the view that firm competitiveness can be achieved by producing and selling high quality goods. Therefore, the theory recommends such a strategy for a firm to have a sustainable competitive advantage over its peers in the industry (Borg & Gall, 2009). According to Currie (2009), resources refers to the inputs used in the production processes and are in three categories, namely: physical capital, human capital and organizational capital. Currie (2009) further indicates that every firm is a conglomerate of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns Resource Base view of the firm argues that firms are able to outperform others if they develop valuable resources or capabilities which cannot be easily imitated substituted by its competitors (Teece, Pisano&Shuen, 2001).Ganley (2010) stated that resources make institution to run, and allocating

these resources can be tough, but an institution can acquire the resources they need appropriately through careful practice.

Strategic issues require large amount of money as argued by Pearce and Robinson (1991).Resources are therefore prerequisite for an effective strategy execution. Organizations will rarely succeed if they do have resources that are easily available to their competitors or if available resources are capable of being imitated by rivals. The National Government and County Governments provide resources in various ways but the people charged with ultimate responsibility of overseeing prudent utilization in the Counties are the Governors. They must therefore analyze organizations so as build on existing strengths and minimizing identifiable weaknesses (Wheelen and Hunger, 2008)

Currie (2009) argues that the performance of a firm heavily depends on its specific resources and capabilities and not on the structural characteristics in an industry. . The preparation for change thus requires the person in charge to search for resources and engage change agents and other relevant personnel with different backgrounds and different types of expertise at various levels (Huong, 2014) Organizations need resources for effectiveness in strategy implementation. Firms should also secure systems and resources required for change before the firm embarks on change process since in many organizations, the change process gets delayed or fails due to insufficient resources and inappropriate systems. According to Crook (2008), the unique resources of a firm are of critical performance to the firm's competitiveness since they are the key determiner of its success rather than the industrial structures.

This theory was modified by researchers such as; Lippman and Rumelt (1982), Rumelt (1984) and Makadok (2001). Lippman and Rumelt (1982) (adjusted the theory to include uncertain

imitability) and Rumelt (1984) adjusted the theory by isolating mechanisms). Makadok (2001) made the theory unique by bringing into consideration the perspective that every firm has different resources. The strength of the theory that makes it relevant to this study is its view that organization resources and capabilities are the central considerations in formulation of its strategies thus they are the primary constants upon which a firm can establish its identity and frame its strategy for change (Grant, 2001).

The theory is also relevant to our study in that the researcher seeks to establish the strategic change management practices like superior resources which will help enhance the Nairobi City County government performance currently especially when it is facing challenges such as floods, corruptions and traffic jams, poor garbage management and accidents among others.

This theory is criticized on the grounds that it is self-varying. This theory is also challenged on the premise that firms with different resources endowment can generate similar value and hence it is not valid source of competitive advantage to a firm (Priem & Butler, 2001). This theory also has a limited focus on capabilities. The Resource Based Theory is also criticized on the grounds that it has limited prescriptive implications (Hoopes, Madsen & Walker, 2003).

### **2.2.2 Stakeholder theory**

The Theory was founded by Freeman (1984) and it focused on two core questions what the purpose of the firm is and what responsibility does management have to stakeholders.

According to Okoth (2015) Stakeholders theory is an instrument to identify critical stakeholders in the environment of management practices in order to define development for strategies.

Organizations must manage the interest of the stakeholders including public interest groups, strategic partners and public monitoring bodies as cited by mwiriki B.N (2015).

The theory recognizes people who got interests in an organization and comes up with a way to meet their needs and interests. Therefore, corporate stakeholders includes any person who has a legitimate interest in an organization and others whose support keep the organization going. According to the theory, stakeholders are therefore not only the people who founded the organization other parties who are involved includes: employees, customers, supplier, financiers, government bodies, political groups, trade associations and trade unions (Freeman, 1984). According to Johnson and Scholes (1999), organizations must manage the interest of stakeholders including public interest groups, strategic partners and public monitoring bodies.

The County Governments may be able to use different strategies by virtue of their different positions to influence managers for the survival and success of their organizations. Stakeholder theory assist the <sup>26</sup> managers to calculate the shared sense of the value they create and what brings its core stakeholders together (longfied, 1977).

The theory has been further worked on by the “father of the stakeholders concept” in one of his latest description of the theory. According to Freeman (20014), stakeholders of a corporation are the people who are critical to its existence and to its success. The latest publication from Freeman has an additional principle that indicates a new trend in the theory of stake holders.

Other scholars who have worked on the theory includes Mitchell,Agle and Wood(1977) who based stakeholders on the attribute of legitimacy, urgency, and power. Phillips (2003) differentiates normative distinct stakeholders from legitimate stakeholders derivatively. According to Fried man (2006), an organization should be regarded as a group of stakeholders and the organization’s main goal should be the management of the stakeholders’ interests. He

further clarified that managers on the other hand should manage the organizations for the benefits of the stakeholders in order to ensure their rights and participation in decision making and on the other hand management must act as stakeholder's agent to enable survival of the firm. The stakeholders' theory will be relevant to the study as relationships are the key determinants to successful change management process and it will identify people of interest to the organization and recommends practices that would assist them in acknowledging their expectations and needs (www. Guore.com).

### 2.2.3 Stage theory

Alter and Hage developed the stage theory in 1993. The theory explains that an organization undergoes various stages in every process of change. In such moments, organizations come up with new objectives meant to direct them in their next stage. In every stage, an organization align its goals with its processes at that stage such as new technology and programs whose combination makes the process of change a success (Bachmann, 2009). The greatest point developed by the theory is that the management of every organization should be in a position to decipher the needs of an organization in each stage of its lifecycle and come up with unique strategies befitting them at that particular stage (Dawson, 2012). The stage theory came up with four stages. The first stage comprise of the creation of awareness in an organization against a problem and find a solution to it. The second stage comprise of a need to make a decision to whether adopt the solution provided. In the third stage, the management decides to implement some of the chosen solutions by customizing them to the needs of the organization. In the fourth stage, the change is institutionalized in the organization culture (Alter& Hage, 1993).

Stage theory will be used in this study to give an insight into to the change practices involved in the change management in an organization. McNamara,(2016) stated that stage theory assume



that when an organization adopts effective practices in all the change, the changes will be effective and will benefit the firm in gaining competitiveness

### 2.3 Strategic Change Management Practices

Various corporate change strategies have been adopted by organizations. These changes have had enormous significance on the performance of organization Nairobi City County not being left.

Communication is a change management practice which involves explanations of the reasons for and means of strategic change. Eriksson and Sundgren (2005) suggest that organizations have to deal with communication relating to change in the same way as they do in the market place. Ensuring enhanced communication in times of change is therefore essential (Graetz & Smith, 2005). It is important to consider both the content and process of corporate communication in times of change at all times (Goodman & Truss, 2004). Attention should be paid to timely communication of change: matching communication channels to the recipients needs to ensure uncertainty is minimized.

Training and education is also a change management practice adopted by organizations. It is in response to the increasing pressures of climate change, technological changes and innovations, globalization, competition among other unrelated dynamics like the over emphasis on quality instead of quantity of products and services (Chesbrough, 2006). The training facilitates a smooth transition whenever change occurs thus avoiding the possibilities of conflict that arises from reactive unprepared responses to change (Slater and Narver, 1995). Therefore, a company that train its staffs in advance is at an advantage whenever change occurs. Such staffs can predict and respond to any emerging opportunities.. It is important for organization managers to develop

trainings that would target the development of skills, knowledge and behaviors, competences which can provide competitive advantage (Muema, 2013).

Another best practice is managers putting in place measures to counter resistance to change from the employees and any other stake holder of the organization and aligning them to overall strategic direction of the organization. These measures that help to effectively manage change

are: <sup>1</sup> diagnosing the nature of change, building a launching platform, building a supportive climate, designing behavioral features into the plan for change, behavioral management of the process (Ansoff & McDonnell, 1990). Cultural Change programs should be put in place where Staff and other Stakeholders are sensitized on various ways in gaining cultural awareness.

Cultural building requires renewed application of some soft management skills, but does not mean it's a simple matter (Karithi M. Murimi 2015)

Creating infrastructure to support adoption is another best practice in strategic change management (Lawler & Worley, 2012). Firms should seek to alter organizational norms, behavior and culture. The process takes considerable time and effort. Therefore <sup>18</sup> senior leadership and operating units must work together to create an environment and provide the tools to promote long-run adoption. In a study carried out by Marete (2010) at GlaxoSmithKline Limited Kenya, companies should develop informal relationship networks in the work places to enhance awareness, unity among employees, commitment, integrating processes and interests, as well as to measure and reward key initiatives to ensure that every important change is implemented. Companies come up with new products as a way of diversification, they also adopt focus strategy by providing their products to particular markets by way of product differentiation (Williamson & Williams, 2011).

A study by Korir(2014) revealed that the County Government of Bomet has been plying strategic change management practices in its operations. The Strategic change management practices adopted are; establishment of change control process, new technologies adopted, training of staff and executive committee and managing of resistance ,involvement of people in the change process, power and politics. Strategies applicable in one environment may not apply in different environmental as environmental forces may differ hence hence this study on County Government of Bommet does not apply to Nairobi City County since strategic management is context dependent. Good change management is simply doing things that have been shown to work and to be effective thus adopting good strategic change management practices can help an organization introduce and steer change effectively.

Nairobi was recently nominated as one of the 100 resilient cities joining other nine African cities to receive funding and technical help to build capacity to better manage social, economic and physical disaster. The 100 resilient cities president Michael Berkowitz during the announcement promised that the City will receive funds to help it build a comprehensive resilience strategy by putting in place best strategic change management practices.(Thursday, June 2,2016 The standard Newspaper)

#### **2.4 Challenges of Managing Change**

Change affects every organization at some point; while the changes may be necessary one is likely to face certain challenges. Researchers mention various challenges of managing change the common ones include Organizational culture, resistance to change, environmental turbulence, lack of effective leadership, in availability of resources, Poor communication, technological change and political interferences Organizations culture issues bring change management challenges. According to Muema(2013), organization culture can be inspired by

anyone in the organizational structure. It may start from the employees at the bottom of the organization structure or those at the top. They may also start from any department or division. Thompson and Strickland (2003) on the other hand argues that a culture that is aligned to an organization's strategy is an important contributor however, when it is not aligned to an organization strategy, then it is a liability. . Muema (2013) suggest that when managers are faced with pressure in an organization, they are likely to resort to solutions that are in line with the cultural, political, and social norms of an organization. This can be a source of trouble when managing strategic change for it may be that the action required is outside the scope of paradigm and the constrain of cultural web.

Resistance to change is also a change management challenge that is faced by organizations. Resistance refers to a multifaceted case which raises unexpected delays, costs and challenges in the strategic change process (Ansoff & McDonnell, 1990). Resistance is said to manifest itself throughout the history of change of an organization (Paton & McCalman,2008).Controlling resistance may involve freeing up key people from existing responsibilities so they can concentrate on the new effort. People will always resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards (Armstrong, 2006) Lack of resources or limited resources is also a major challenge. Kepkemoi and Moronge (2015) suggest that the shortage of working capital also affects workers negatively by slowing down the change process. Therefore, human and financial resources are of paramount importance in regards to effective management of the process of change in the institution

Poor leadership or bad leadership is also a strategic change management challenge. Kotter (2001) links the role of strategic leadership to the management of change. Given that leadership is a way of influencing an organization in its effort towards archiving a desired goal, it is crucial to

change management thus its effectiveness will determine the effectiveness of adoption of change management strategies. Good managers may also be bad leaders which may breed imbalance in priority between strategic and operating work. <sup>1</sup> Strong leadership required to direct the change management process in any organization is not automatic. Peters and Waterman (1982) <sup>7</sup> suggested that bad leaders who merely provide are not doing enough to inspire the employees to march ahead since employee need to be shown the way all through.

Lack or inadequate communication according to Kinuu,maalu and Aosa (2012) negatively impacts on the process of change management. Failing Lack of communication in the work place raises fear among the employees, especially if the organization is undergoing changes. Employees deserve a right to know what is happening whether negative or positive. Keeping them not updated regularly about plans and progress towards change implementation the process may fail.

Technological change can be a big challenge for employees in any organization. The employees may take a lot of time adjusting to the new technology. According to Downes (2001) technology changes tend to challenge old rules and assumption thus creating daunting external challenges in implementing change.

Political interferences can also be a big challenge for effective change in an organization. Political forces may influence strategic change to pursue their own diverse goals and promote their own interest. The forces may influence the change process internally or externally for the good of the organization or not. Salancik and Pfeffer(1977), argued that despite the potential sub

optimization effects of internal politics, if politics was not allowed to influence strategic decisions would be worse, because the actions of managers would go unquestioned.

### 2.5 Summary and knowledge gaps.

The chapter has reviewed literature that is relevant for the study on strategic Change management practices at NCC. The study will cover theories of change management focusing on resource base theory that holds organizational assets as the primary input for overall strategic change. Stakeholder theory is an instrument to critical stakeholders in the environment of the management practices. Stage theory explains that in any stage process, organizations go through different stages.

The study will identify gaps between the employed theories and by other scholars by giving suggestion of helping scholars to <sup>17</sup> look for opportunities to use the strength of different theoretical <sup>17</sup> literature for further studies and provide details of change intervention and the roles and behavior of those involved in the change process. The study will also identify challenges the City county of Nairobi is facing in implementing strategic change management practices and ways to overcome the challenges.

### 2.6 Knowledge Gaps

Author	Focus	Methodology	Findings	Knowledge gap	Current study
Price & Chahal (2006)	Strategic framework for	Case studies	How well planned change helps to	The study was	Strategic change

	change management		ensure successful implementation	conducted in United Kingdom	management practices at Nairobi County
Kamugisha(2013)	The effects of change management in an organization	A case study of National University of Rwanda	The Changes have revolutionized the university and made it well placed in attaining its objectives and be competitive in the management of faculties and modules	Study conducted in Rwanda in an education institution	The study will use interviews and focus on a Kenyan county
Munyoki(2013)	Strategic change management practices and adopted by commercial banks in kenya	Survey through questionnaire	Commercial banks faces challenges such as information and technological issues in managing strategic change	Study was conducted in Kenyan commercial banks	The study will focus on strategic change management practices at NCC
William(2013)	Study on strategic	Case of road construction	Road construction industries in	Study was conducted	Strategic management

	management practices by government agencies in road construction in Kenya	industry	Kenya had adopted change management study in delivery their mandate	in road construction industry in Kenya	practices at Nairobi City County
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RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology that was employed in the study. The research design that was applied to conduct the study, the data collection method, data analysis methods and tools that were employed in answering the Research question in strategic change management practices at the Nairobi City County Government.



### 3.2 Research Design

Research design that was adopted in this study is a case study design which was carried out at Nairobi City County in getting detailed information regarding its strategic change management practices. The research design facilitated smooth sailing of the various research operations and made it efficient thereby yielded maximum information with minimal expenditure (Kothari 2004). The case study allowed an investigation in retaining the holistic and meaningful characteristic of real life events (Yin 1984) and was more preferable because it allowed collection of data from the members who were directly involved in management of strategic change. It was more preferable over other designs because it was able to carry out an in-depth study rather than cast wide in gathering information for the research. Other researchers such as mugasia(2012),Mugenda(2012) and Okoth(2015) have successfully used case study in their research work. This method was further preferable because it allowed collection of data from the members of the population who are directly involved in the management of strategic change at NCCG

### 3.3 Data collection

The nature of this research demanded that primary data be used and be heavily relied on. The type of data was original information collected or obtained from first-hand information. Primary data was received from first hand instruments through interviews where the data was collected through face to face with the respondent.

The data collection instrument used was the interview guide. They questions varied from highly scripted to relatively loose and they helped to know what was to ask ed and in what consequences

According to mugenda (1999), interviews provide an in-depth data which is not possible to get if other methods were used. Interview allows more interaction between interviewer and interviewee. This method was considered more often in the study since it provides more qualitative information, more depth, more representation, more efficiency and more value.

The interviewees in this study were to the Ten Chief Officers of the ten sectors who are the top managers and have a lot of information concerning the strategic change management practices adopted in their respective sectors. It was further presupposed that for any strategy to be implemented successfully top managers in the organization had to be involved and they owned the process.

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### 3.4 Data Analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information acquired (mugenda & mugenda 2003). Data analysis gave the research the thorough, interpretation for use. The data that was obtained from the interview guide was analyzed using content analysis and it was used to extract key themes, argument and concepts in the qualitative data. The open ended questions was analyzed through thematic summary analysis and presented in explanation and discussions. Qualitative data analysis made general statement on how categories of data were related.

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Thematically summary analysis is a qualitative analytical method for identifying, analyzing and reporting within data (Babbie, 2012). It minimized, organized and described the dataset in details. However, frequently it went further than this, and interpreted various aspects of the research topic. In this study, this method was applied to establish patterns in the interview transcript.



## DATA ANALYSIS, FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter presents the findings of the study whose main objective was to establish strategic change management practices at Nairobi City County Government of Kenya. Primary data was obtained through the use of interview guide which was administered to Ten Chief Officers of the ten sectors who are the top managers and have a lot of information concerning the strategic change management practices adopted in their respective sectors.

### 4.2. Response Rate and length of service with the County

The targeted population was 10 Ten Chief Officers of the ten sectors who are the top managers and who all responded. Thus, the response was one hundred per cent. The study also sought to know the number of years served in the organization and from the findings the respondents had working experiences ranging from three to four years. This implies that the information on strategic change management practices were collected from people who had the experience and were involved in the change process to achieve the intended objectives.

### 4.3 Strategic Change Management Practices

#### 4.3.1 Changes undertaken at NCCG

The study asked the respondents to state the changes undertaken at Nairobi City County Changes Nairobi City County. From the field responses it emerged that change has occurred in devolution of services from central government to county government. Most of the county services are done online for example payment of business permits, payment of rates and rents, car parking fee,

communication via email. In addition, E-Payment introduced has reduced queues in City hall. Further, culture change programs have been put in place to sensitize and train staff on the expected changes at NCCG.

#### **4.3.2 Whether the changes were anticipated and planned**

The study sought to establish whether the changes were anticipated and planned. From the interviewees some of the changes were anticipated like introduction of E-payment, staff training and introduction of functional structures. Further, it was revealed that there was an introduction of a new medical scheme (medical insurance). The respondents also attested that there was merger and separation of offices, and review of fees and charges.

#### **4.3.3 Communication of Change to Stakeholders**

The interviewees were asked if the change was communicated to all stakeholders and how the different stakeholders responded. Based on the filed field responses, it emerged that change was communicated through media, sensitization forums, seminars and workshops. They further stated that different stakeholders responded differently-: some appreciated for service improvement others were not satisfied because of the reliability and transparency of ICT system.

#### **4.3.4 How Changes were carried out and who was involved**

The researcher asked the respondents to indicate how the changes were carried out and who was involved. This change was carried out through sensitization of all stakeholders to create awareness on the change process whereby first change was communicated to top management who were expected to reach to lower cadre. From the field, the interviewees responded that the change involved the transition authority, and top management. Stakeholders like traders, hawkers, religious groups, matatu crew were also involved at some extent.

As to whether employees involved adequately trained regarding the change management practices in, it was revealed that most of employees were not properly trained.

#### **4.3.5 Measures put in place to counter resistance to change by the employees and other stakeholders**

The respondents were asked to provide the measures to be put in place to counter resistance to change by the employees and other stakeholders. They mentioned several measures such as: prompt salary payment, negotiations for promotions and upgrading, sensitization to ensure that all staff is ensured of their job security, recognition of staff, and promotion of qualified staff. In addition, the management should be sensitized on their organizational roles; they should exhibit a culture of low political influence. They also noted <sup>10</sup> that the management should be fully involved <sup>10</sup> in setting the objectives as well as implementing strategic decisions in NCC. Thus, they should be well versed with the changes that are taking place.

#### **4.3.6 How top management support the change process**

The interviewees were asked if top management support the change process. Some were affirmative while others had a contrary opinion. The affirmative respondents indicated that there was facilitation from top management in terms of training, payment of extraneous, <sup>3</sup> organizing seminars on specific programs; provision of financial support; devising and supporting policies on strategic change; communicating changes to all the staffs as well as appointment of competent <sup>10</sup> staffs. They noted that top managers in NCC demonstrate <sup>10</sup> willingness to give energy and loyalty to the change management process and are accountable for the implementation of the decisions in change management. It was also indicated clearly that some felt the top management did not support the process since there was a lot of nepotism and tribalism

The study also found it of importance to establish whether NCCG conduct a research to check on the viability of the intended changes before. From the field responses it emerged that the NCCG did a staff appraisal customer service survey whereby a questionnaire for the selected staff was filled for monitoring and evaluation.

#### **4.3.7 Whether Change Management has addressed all the intended intentions and other areas to be addressed**

As to whether change management has addressed all the intended intentions it was set out to address. Based on the responses from the interviewees, it was revealed that to some extent it has addressed issues of culture change and employees attitude. Many staff is aware on what is expected of them after attending sensitization and capacity building programmes. On the same vein it was noted that areas to be addressed were such as nepotism, tribalism, staff motivation, and scheme of service at NCCG.

#### **4.3.8 Whether the County monitors the change process**

The study sought to establish whether the County monitors the changes to ensure it has put in place best practices. Based on the field responses, it was revealed that there was a monitoring and evaluation department in place. On the areas to be addressed included rewarding performing employees, avoiding tribalism, introduction of quarterly performance contract, staff appraisals systems and exchange programmes.

#### **4.3.9 Rating Nairobi City County in terms of change management practices within the counties of Kenya**

The researcher required the respondents to rate NCCG in terms of change management practices. The interviewees rated NCCG at 50% while others 35%. Those indicated 35% argued that there

is poor street lighting and tribalism, delayed payments of salaries and delayed payments of suppliers. Those who rated it at 50% argued that there is improvement in roads repairs, and award of bursaries to the needy children.

#### **4.4 Challenges of Strategic Change Management Practices at Nairobi City County**

##### **4.4.1 How organization culture affects strategic change management practices at NCCG**

The study asked the respondents to state if the organizational affects strategic management practices at NCCG. They affirmed this, stating that this has been <sup>3</sup> evidenced by positive attitude towards change and the customer focused perceptions of the staffs. In addition, mutual interactions of the staff was found to be a major contributor towards cooperation of employees in their work; the culture creates a sense of belonging in the organization, its sets organizational norms, and directs the employees' behavior in the duties. In addition, the management patterns in NCCG <sup>2</sup> set the "tone" of the organization, establish the rhythm for operation, influence the decision making process, and create action impulses. Organizational culture has enhanced linkage of values to strategic change; improved operations towards attainment of goals.

##### **4.4.2 Managing Challenges Encountered due to Culture**

The respondents were asked to provide challenges encountered because of culture during management of strategic change management practices. They stated several measures, such as continuous staff training, enhancing awareness, creating a sustainable change implementation plan; hiring competent managers; eliminating nepotism; staff empowerment, rewards; job rotation; setting and reviewing organizational goals. They also indicated that the management should lead the organization by creating apprehension of strategic change within NCCG.



#### **4.4.3 Whether the NCCG had resource constrain in strategic change management process**

The study in this part asked the respondents to indicate in detail whether NCCG had resource constrain in strategic change management practices. They indicated several challenges such as; constrain in terms of budgets, inadequate of qualified staff, lack of enough funds to procure items for work, and delay in payment of salaries. Further, it was revealed that the NCCG was constrained from lack of uniforms, staff IDs and training materials. This makes it difficult to identify the staff in the organization.

#### **4.4.4 Resistance to change at NCCG**

The study asked the respondents if there has been resistance to change at NCCG. From the findings, they all agreed. This was reflected by employees reporting to work late, not embracing ICT, and by not adhering to clean and safe environment at the work place. In addition, the study wanted to establish the motivations of resistance to change by the employees. They cited that inadequate knowledge, poor communication, job insecurity, and self-parochial interest. Resistance in NCC also happens because people generally fear the unknown, however, they also hate leaving their comfort zones. In addition, it occurs due to experiences toward those leading the change and when employees have different understandings or assessments of the situation; or in an effort to protect established social relations threatened.

#### **4.4.5 How the organization dealt with resistance to change**

The study asked the respondents to cite s ways in which the management alleviated employee's resistance in order to ensure effective strategic change management. The noted that the organization can alleviate this by involving all staffs in decision-making process; enhanced communication; through equity and fairness and trainings. Participation in decision making was

cited as the most efficient <sup>5</sup> technique for reducing resistance to change. Allowing affected employees to participate in both the planning and implementation of change contribute to greater identification with the need for and understanding of the goals of the strategy. This would also enhance negotiation <sup>24</sup> if a few important resisters are identified. It may be possible to offer incentives to resisters to gain their support. <sup>5</sup> Furthermore, information provided during the implementation can be used to build support for a strategy that is succeeding or to re-direct efforts in implementing a strategy that is not meeting expectations.

#### **4.4.6 Problems with stakeholders and how they affected strategic change management practices at NCCG**

The study sought to establish how the problems with stakeholders affected strategic change management practices at NCCG. It was revealed that they delayed payments of land rates, business permits and service delivery. In the health ministry, nurse's services were disrupted due to delayed salaries, lack of medical supplies and protective gear.

The study further wanted to find out on how NCCG responded to stakeholders not informed and involved in change process. From the interviewees, NCCG calls for stakeholders to discuss the changes and challenges indifferent sectors.

#### **4.4.7 How leadership affected strategic change**

The study further wanted to know how leadership affected the strategic change. They indicated to moderate some leaders were good role models while others supported corruption and recognized wrongdoers. They further revealed there was a department of reforms which put up programs on poor leadership.

Also it was revealed that organizational structure influenced change management as change is communicated from top bottom.

#### **4.4.8 Politics and change management at NCCG**

The study found it important to establish how politics in influenced change management practices at NCCG. Based on the findings of this study politics influenced leaders to be appointed in change management and tender awards. In addition, it was also revealed that the politicians are only interested in winning elections thus change management practices is a non-issue.

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#### **4.4.9 Challenges in managing strategic change management practices at NCCG**

The study sought to analyze other challenges in managing strategic change management practices at NCCG. They indicated several challenges such as conflict goals and change plan, lack of harmonization of staff from dysfunctional City Council and those from devolved government due to the disparities in salaries, lack of career progression since most of the staff have stagnated in one job group for the last twenty years.

The interviewees revealed that the challenges can be addressed through ensuring there is proper alignment between change and organizational goal during planning, harmonization of salaries in a way that no staff will be disadvantaged, they also stated there should be proper career progression to ensure staff upgrading is automatic after every three years.

### 5.1 Introduction

The chapter comprises of the summary, conclusions, and the recommendation for the study.

The study aims at establishing strategic change management practices as well as find out the challenges of managing strategic change at the Nairobi City County Government of Kenya.

### 5.2 Summary of the findings

From the findings, it was revealed that there has been devolution of services from central government to county government. Most of the county services are done online for and there is the introduction of E-Payment example payment of business permits, payment of rates and rents, car parking fee, most of the communication is done via email leading to cost reduction, and that culture change programmes have been put in place to sensitize on need for culture change and training of staff have boosted their morale staff new structures are been put in pace in NCCG.

It also revealed that transition authority, and top management have been involved in sensitization of all stakeholders to create awareness on the change process. It was also established that measures such as prompt salary payment, negotiations for promotions and upgrading, sensitization to ensure that all staff is ensured of their job security, recognition of staff, and promotion of qualified staff.

It was further established that organizational culture is supportive of strategic change management practices in NCCG as proved by the positive attitude towards change and customers by the staffs. In addition, mutual interactions of the staff was found to be a major contributor towards cooperation of employees in their work; the culture creates a sense of belonging in the organization, its sets organizational norms, and directs the employees' behavior in the duties. In

addition, the management patterns in NCCG <sup>2</sup> set the "tone" of the organization, establish the rhythm for operation, influence the decision making process, and create action impulses. Organizational culture has enhanced linkage of values to strategic change; improved operations towards attainment of goals.

### 5.3 Conclusion

Based on the analysis of the findings it can be concluded that many change have occurred for the better .This is evident in devolution of services from central government to county government example of such services are Heath, Agriculture ,trade, cooperatives development, Tourism and wildlife ,water ,Energy ,forestry ,Environmental and Natural Resources. Most of the County services are done online for example payment of business permits, payment of rates, rents, car parking fee, communication via email, payment through E-Payment, and that culture change programmes have been put in place to sensitize and train staff on new structures in NCCG.

It can also be concluded that the top management level commitment influences strategic change management practices. As evident from the findings, the top managers at NCCG reveal readiness to offer vigor and loyalty to the change management process and are accountable for the implementation of the decisions in strategic management. They also provide financial support; plan and support policies on strategic change; communicate to some <sup>3</sup> changes to the staffs as well as appointment of a few competent staffs in the organization.

As a whole inadequate knowledge due to lack of involvement, poor communication, job insecurity, and self-parochial interest, lack of employees motivation contributes to the employees

resistant to change. Resistance also occurs due to inexperience's toward those leading the change and employees having different understandings or assessments of the situation; or in an effort to protect threatened social relations.

#### **5.4 Recommendations**

The findings of this study have a number of change management implications. It reveals implications in the following areas, implication for managerial practices, implication for theory and implication for managerial policy.

##### **5.4.1 Implication for managerial practice**

From the findings, it is recommended that there several managerial practices that NCCG should adopt to counter the challenges encountered due to organizational culture during management of strategic change management. The organization should adopt continuous staff training and create awareness; enhance a sustainable change strategic plan; hire competent managers; eliminate tribalism and nepotism; create staff empowerment and rewarding; enhance job rotation as well as set and review organizational goals.

In order to improve the level of the top management involved in managing strategic change in NCCG, several strategies should be adopted. The organization should uphold training on corporate governance, and management development; provide more resources in the strategic change management process. In addition, the management should be sensitized on their organizational roles and evade political influence. The management should be fully involved in setting the objectives according to the needs required.

The study recommends the adoption of other measures to alleviate employee's resistance. This is by involving all staff in decision-making process to allow identification with the need and

understanding of the goals of the strategic change. This would also improve negotiation of a few important resistors as identified. Besides, <sup>13</sup> information provided during the change process can be used to build support for the management practices that are successful or to re-direct efforts in supporting management practices that are not meeting expectations.

The study also recommends proper organizational structures to be put in place where by decisions and functions of the County can be properly devolved to the Sub counties to enhance flexibility and efficiency in decision making procedures. This will help in improving operations at the County government quality services and all those identified groups of people have an interest in the organization

#### **5.4.2 Implication for the theory**

The study also affirms the theories used in the study, Resource Based theory, the stakeholder theory and stage theory. It is evident that resource constrain can hinder the strategic change management process. The study recommends enough resources to be put aside for change to take place and that organizations will rarely succeed if they do have resources that are easily available to their competitors. It is therefore recommended that the preparation of change requires the person in charge to search for resources and engage change agents and other relevant personnel with different knowledge

The study further tests the stake holder theory in that NCCG interacts with a broad range of stakeholders, for example customers, service providers like the suppliers ,Banks ,Kenya power amongst others ,employees, local community, politicians and other government bodies who depend on the organization and whom organization depend on, therefore recommending importance of involvement of all stakeholders

The study further tests the stage theory and it is confirmed that in any change process NCCG has undergone through different stages, there was the intervention of the transitional authority to assist the county move from the dysfunction city council to the city county, others events followed after. It is also evident that the top management at NCCG acted as change agents in spearheading the process, it is therefore recommended that top management should fully support change and be the change agents

#### **5.4,3 implications for managerial policy**

The study revealed that change management process will experience challenges. The challenges were evident in resource constrains. Lack of morale by employees which affected the change process. The study therefore recommended that systems should be put in place to enhance revenue collection and targets to be set for revenue collectors, a reward system should be put in place to award performing employees.

The study also recommends that Training needs Assessment to be carried out to identify gaps and those who requires training to be given full support in order to boost employees morale. The employees should be involved in decision making, team work to be embraced at all levels, a progression scheme for employees be put in place to promote deserving employees

#### **5.5 limitations of the study**



The interviewees being top management at Nairobi City County were always busy in meetings and workshops and unavailable and most of the interviews were being postponed. This caused delay in data collection and the research was not completed in time.

The other limitation is that the study was limited to time and cost constraints which necessitated a case study of Nairobi City County. The findings obtained in this study are unique and specific to Nairobi City County and hence cannot be directly applied to other Counties

The other limitation of the study is that the respondents were reluctant to give information due to the sensitivity of the study being a political organization that it had to take the intervention of the Director Human Resource training and Development despite having served them with copies of the authorization letter to carry out the interview. This brought a lot of delays in the collection of the data.

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## 5.5 Suggestions for Further Research

The study focused on strategic change management practices at Nairobi City County Government of Kenya. The study recommends more research in implementation of strategic Change management practices at Nairobi City County. This will allow detection of critical success factors that can aid in enhancing implementation of the strategic change management practices in the organization.

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The study just focused a case study of Nairobi City County study leaving out the other 46 County governments out. Hence it would be very crucial to extend the study to the other counties and other research designs should be used for comparison purposes. The interview method of data collection was used to target ten interviewees and assumed they had knowledge of the

changes that were taking place leaving out the middle level managers who would have given more information in their respective departments.

# EMMAH WANJIKU KARACHU - D61/75079/2014 STRATEGIC CHANGE MANAGEMENT PRACTICES AT NAIROBI CITY COUNTY GOVERNMENT OF KENYA

## ORIGINALITY REPORT

% <b>11</b>	% <b>6</b>	% <b>1</b>	% <b>9</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

## PRIMARY SOURCES

<b>1</b>	<b>Submitted to University of Nairobi</b> Student Paper	% <b>1</b>
<b>2</b>	<b>Submitted to Kenyatta University</b> Student Paper	% <b>1</b>
<b>3</b>	<b>researchkenya.or.ke</b> Internet Source	% <b>1</b>
<b>4</b>	<b>www.ejobm.org</b> Internet Source	% <b>1</b>
<b>5</b>	<b>www.enotes.com</b> Internet Source	% <b>1</b>
<b>6</b>	<b>Submitted to British Institute of Technology and E-commerce</b> Student Paper	<% <b>1</b>
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17	KUIPERS, BEN S., MALCOLM HIGGS, WALTER KICKERT, LARS TUMMERS, JOLIEN GRANDIA, and JORIS VAN DER VOET. "THE MANAGEMENT OF CHANGE IN PUBLIC ORGANIZATIONS: A LITERATURE REVIEW : Management Of Change In Public Organizations", Public Administration, 2013.	<% 1

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