EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON ORGANIZATION STRUCTURE AMONG AIRLINE OPERATORS IN KENYA

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

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

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DEDICATION

This research project is dedicated to parents my for their unconditional support and steadfast desire for me to excel in life.

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First, I would like to thank Almighty God for giving me life and seeing me through my education. Glory to Him.

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TABLE OF CONTENTS

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
HR	Human Resource
WHO	World Health Organization

ABSTRACT

In order to achieve a successful long-term strategy and organizational efficiency, change is an inescapable and constant process that determines the long-term path as well as the organizational effectiveness. Volatility has taken hold in the aviation sector as a result of globalization and internationalization of businesses. Strategic developments by airline operators over the last several years have resulted in an organization structure that allows them to compete in today's global marketplace, Researchers set out to see what impact airline companies in Kenya had as a result of using strategic change management techniques on their organizational structure. Two theories guided the research: Kotter's Eight Stage Model of Organizational Change and Dynamic Capability Theory. The analysis targeted 66 Kenyan airline carriers. Numerous airline operators shown a strong commitment to staff preparation for change and training, whereas communication changes, coaching, and feedback had a substantial influence on strategic change management to a lesser level. The research indicates that effective communication is critical to the success of most firms, and that workers have effectively embraced the suggested change or modifications. To achieve the organization's goals, managers create targets and then teach and develop employees to help them fulfill those objectives. Rules and procedures should be in place to promote full involvement, comprehension, and commitment from employees to the company's mission, vision, and objectives. Change management should be mapped out and prioritized for each industry, according to the report, so that it can remain competitive in the market. Efforts must be made to make Kenyan airlines more competitive by implementing structural changes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The fluctuating demographics, altering economies, varied customer preferences and government reorganization push businesses to pick a course of action that is best for them. Organizational change, like living things, is unavoidable. Reacting or realigning to external events is a necessary part of keeping a firm in line with its environment (De Wit & Meyer 2020). As a result of organizational change, the company's productive capability and stakeholder value are increased. According to a study conducted by Niwagba (2018), a company's capacity to provide its products and services is greatly influenced by the notions of strategic management. Quality of service suffers as a result of management changes (Baker, 2020).

Kotter's 8-Step Change Model and Dynamic Capabilities theory were used in this research. Kotter (2017), a leader and change manager, created this change model. The study's purpose was to establish how a company's leadership should convey that change is required to attain its goals. By integrating, creating and reconfiguring their internal and external competencies, Teece's (1997) dynamic capabilities theory states that businesses must be capable of maintaining competitive advantage in an ever-changing marketplace.

Kenya's airline industry is a major driver of the country's and the region's economic development. Their sustainable growth and development is vital for the country and other revenue development capabilities like promoting tourism, offering passenger and cargo services among others (Fara, Munga & Mbebe 2018). The economic value created by the airline is immense, hence its centrality in research considering its overall impact on the country and key stakeholders interests. According to Bitzan and Peoples (2021), regulatory concerns, political conditions, and strategic obstacles faced by Kenyan airlines are some of the challenges the nation faces.

1.1.1 Strategic Change Management Practices

Dzwigol, Shcherbak, Semikina, Vinichenko and Vasiuta (2019) defined strategic change management as working collaboratively to achieve the necessary organizational changes. Moran and Brightman (2021) have described strategic change management techniques as an averages to continually evaluate and recreate a company's purpose, to re-align systems and competencies in order to meet both external and internal needs in a dynamic environment. Hill and Jones (2021) have identified the strategic change management techniques as an averages to continuously examine and recreate the purpose of an enterprise, re-align systems and competencies to deal with both external and inherent dynamic demands. Planned changes are needed to make an organisation more effective and sustainable. Member unwillingness in an organisation is predicted because possible risks to its future are anticipated.

Many variables contribute to the effective implementation of organizational reforms. One such element is the willingness to adapt. Willingness is shown in the members' intents, attitudes and convictions about how much change is needed and how organizations may effectively make such changes. This is the rationale for either refusing or endorsing a change attempt (Bruch,Gerber and Maier 2021). According to studies, there are seven areas of preparation for change. Efforts to implement change, including acceptance, trust and respect, the goal of change, managerial support, and a perspective of attempts to change, are all covered.

(Gill,2021).

In addition, Kotter (2021) outlined the potential of numerous variables affecting change depending on the subject and circumstances. In general, these elements may be found in three categories: first radiant reasons, second psychological causes, and third social causes. Certain social groups and employees have ambitions to keep to the current condition, desire to maintain official and informal relations, convergent views on employees and the members of the society, values of social groups contrary to proposed change standards and policies and enclosures of power that conflict with the changing situation are major causes of change. Opposition to a change that isn't supported by the majority of the group is mostly fueled by a sense of dread.

Lines (2004), has performed a worldwide benchmarking research and found that effective change management is significantly associated with successful financial and schedule outcomes. The paybacks of such companies include the assessment of the entire effects of change, a minimum of change time and low chance of unsuccessful change, and do not limit them to the planning and rationalization of current and new injections. In spite of this, firms who use or pick the most relevant or compatible change management strategies will reap these benefits. Some organizations have implemented organizational reforms that may be copied by other companies. Organizational changes can only be successful if they are realistic, thus it is necessary to learn about a range of change management methodologies and choose the best appropriate for your firm. (Rukunga,2003).

1.1.2 Organization Structure

An organization is described as a system in which people ensure that their own objectives are accomplished by doing the assigned, coordinated, and ultimately monitored task. Organizational structure is described as a hierarchical system in which information flows asymmetrically at the corporation, with each job specified, functions recorded and a central point to whom all employees are responsible. An organization's purpose is ensured by a constant flow of internal processes including communication systems and workers' accountability, management decision-making, and relationships between employees, as noted by Amold and Feldman (2016).

In an efficient company, the management and workers exhibit high trust, confidence and excellent communication. Within a short period of time, an organization's ability to resolve dispute is an indication of the structure of the group (Chand, Gupta, & Gera, 2014). The structure of an organization may be seen when managers are rewarded for good performance, as they are accountable for making sure the organization functions smoothly toward its objectives. There is a good chance that a company's organizational structure has been recognized for its ability to achieve its objectives. An organization's ability to make decisions quickly and effectively is a key sign of its structure (Hall & Fernando, 2014).

Management should be able to quickly choose and implement the optimum organizational structure if prescribed success criteria are followed. Theoretical knowledge does not always translate into effective application, according to recent studies (Mintzberg, 1991). To achieve specific business objectives and strategies, some organizational structures are obviously more appropriate. A company's condition is so complicated that it is impossible to designate a single optimum structure. The changing nature of the organization's aims, resources, and environment averages that there may be no ideal structure. Some companies begin as pre-bureaucratic organizations, while others progress to a more complex matrix structure.

1.1.3 Airline operators in Kenya

There are now 48 registered and operational airlines in Kenya (KCAA report 2019). The airlines engage in the domestic, regional, and international carriage of passengers, mail and cargo through air. Some of the airlines also provides ground handling services as third party logistics providers to other airline operators; aircraft maintenance and Components repairs to other operators; and handles the import and export of cargo. Modern technology controls aviation business in today’s world. These are employed to satisfy high customer’s expectations and living standards. The aviation industry provides advantageous transportation system both locally and internationally (Simiyu, 2016). To this end, Kenya Airlines is a contributor.

An Oxford Economics analysis for 2019 found that this industry employs more than 46,000 Kenyans, generates over KES 3.2 billion in tax income, and contributes another KES 1.4 billion to the economy in the form of departing passengers and VAT. This shows that the Kenyan economy benefits from the sector's growth (Mwangi and Kanyanjua2019). Air transportation convenience makes it a premium choice for travel considerations among other averages of transportation.

The contribution of aviation industry socially and economically brings together a world of benefits, facts and figures giving policymakers and the industry an important global view on its strategic importance in driving economic growth. However, recent activities in the aviation industry have led to customer’s dissatisfaction on airlines service deliver levels. Growth and development of both domestic and regional economies are facilitated by Kenyan airlines. Their sustainable growth and development is vital for the country and other revenue development capabilities like promoting tourism, offering passenger and cargo services among others (Bitzan & Peoples, 2016). The economic value created by the airline is immense, hence its centrality in research considering its overall impact on the country and key stakeholders interests

1.2 Research Problem

The management of strategic change undertaken by companies improves service delivery quality and impact. In order to minimize environmental change, institutions continue to restructure their methods. Organizations want to maintain their strategy and structure because they are resistant to change (Kaufman, 2017). Organizational change management is necessary in response to technical, market and information system changes as well as changes in the demographics and political environment in which a company operates (Hoque, 2004). Chapman (2005) argues that businesses have to adopt changing management techniques like downsizing and adopting new technologies quickly, effectively and with high levels of success to ensure they stay competitive and relevant in the long term. Change management methods are used to accomplish desired outcomes within a certain timeframe (Davis & Holland, 2002)

The aviation industry's operating environment is very dynamic and competitive, as the consequences of globalization and internationalization of businesses continue to reveal themselves. A number of strategic shifts by airline operators in recent years have resulted in a new organizational structure that allows them to compete (Fara, Munga & Mbebe 2018). In addition, there is a lack of cooperation among several critical departments as a result of these changes. These adjustments, however, have had some good effects, such as an increase in income for airline operators. This business is very competitive because to the large number of airline operators (Bitzan & Peoples) working to provide better products and services to its clients (2016). Change management in the aviation business may be studied as a result of changes in regulatory frameworks, new technology, and worker demographics. There have been a variety of approaches to change management used by managers in the sector, with varying degrees of success and failure (Mburu 2019).

Global, regional, and local surveys have been conducted on strategic change management approaches. Transformative leadership and bureaucratic structural organization were examined in Indian banks by Van (2014) for their effectiveness and distinctiveness in public organizations. Organizational structure has been shown to benefit from the use of change management. Using strategic change management to improve small company performance was discovered by Dauda, Akingbade, and Akinlabi (2010) in Lagos, Nigeria. An investigation was carried out using a cross-sectional design. It was discovered that using strategic change management techniques increased organizational profitability and even market share. Ravi (2014) conducted research in Oman on the main failures in executing corporate transformation efforts in Oman banks due to a lack of adequate strategic planning. Using regression analysis, it was discovered that Oman Banks' inability to use strategic change management techniques resulted in a significant drop in performance.

Wanjiru & Njeru (2014) studied the influence of strategy change on profitability for Kenyan commercial banks. According to research, banks must build strategic efforts to thrive in a changing climate. They must also be aware of future environmental and industrial concerns. Odundo, (2007) has carried out a case study on Kenya Revenue Authority's change management methods. A review of KRA's operations found that the company has implemented a transformation program that included departmental restructuring in order to consolidate and improve operational efficiency. Mwangi (2013) studied the pharmaceutical industry in Kenya and its ability to adapt to change and stay ahead of the competition. The 47 pharmaceutical companies in Kenya were surveyed using a descriptive survey, and questionnaires were utilized to gather data from their management. According to him, a company's competitive edge may be gained via business change management.

Research on strategic change management methods and performance were found to be more prevalent than studies on organizational structure. Since strategic change management methodologies and organizational structure are intertwined, it was vital to explore the relationship. This study's goal is to answer the following question: how do strategic change management practices affect organization structure in Airline operators in Kenya?

1.3 Research Objective

The study objective was to determine the effect of strategic change management practices on organization structure among Airline operators in Kenya.

1.4 Value of the Study

The study's findings were utilized by researchers and academics as a guide for future studies. In addition, academics and researchers will utilize it to discover new fields of study and related areas of study by deciding issues that need more investigation and by reviewing empirical literature presently in existence to establish study gaps.

This study's findings have made a significant addition to the field of strategic management. Organizational structure and strategic change management were taught to airline operator administrators. The odds of effective strategic change management among devolved units are improved, and stakeholders, development partners, and people are made aware of the benefits of a well-executed strategy.

Finally, this research study benefitted Kenyan Airlines policy makers and the Kenyan Aviation Industry players at large. The knowledge and understanding of change management is important in realizing business performance objectives. The research aided in the development of the policy-making process, which, if founded on incorrect assumptions, may be ineffectual at accomplishing policy goals.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Many theoretical and empirical research on strategic transition management are discussed in this chapter. Academic ideas are used to explain methods and organizational structure to Kenyan airline operators.

2.2 Theoretical Foundation

The study was based on these theories: Kotter's Eight Stage Model of Organizational Change and Dynamic Capability (DC) Theory.

2.2.1 Kotter's Eight Stage Model of Organizational Change

The idea of change was developed by Kotter's Eight Stage Model in 1940. This is a three-step paradigm that offers a high-level change management strategy. It offers the change management team and different change managers with a structure to execute the three stages which are often extremely sensitive and need to be made seamlessly. The procedure of three stages involves freezing, moving and refrigerating. The freezing stage highlights the aim of transformation. Preparing in advance to accept the changes that have occurred was shown to be the most effective way to implement change, according to this approach.

The shift phase may also be referred to as the transition phase. Here, individuals have begun changing and have been unstable. This is the most challenging phase of the whole transformation process because everyone engaged is uncertain about the future, thus a great deal of support is needed in order to achieve optimum output (Hayes, 2014). It is divided into many little stages that help to make changes. At first, there is shocks because a human nature is to fight a new situation caused by instability and insecurity.

These emotions are avoided in a denial process when people search for facts to explain that changes are not necessary and wish to adhere to their usual habits. Eventually, people know that change is inevitable, but they continue to resist it by assuming that it will not affect them personally. A logical progression is shown at this point (Hossan, 2015).

The drawback of Lewin's transformation model is employee insecurity. Employees frequently worry about their performance if they hear about a new development. It questions whether or not they can effectively perform their job. Another important fault in the model is that stabilizing and adapting to the new changes takes a long time. The business may not have sufficient time to adapt to changes, as they occur in a tough environment.

2.2.2 Dynamic Capability Theory

Teece's dynamic capabilities hypothesis defines a company's capacity to integrate, progress, and adapt to changing environmental situations (1994). Earlier researchers reasoned that dynamic capabilities helped solve inflexibilities (Schreyogg, 2007) utilize and use knowledge (Smith, 2008). The theory was noted (Samsudin, 2019) to describe firm competitive advantage in view that the environment is dynamic and fast-moving and required them to develop camouflaging capabilities and embrace continuous learning. (Teece, 2007) stated that growth of dynamic capabilities is linked to identification of firm’s source of competitive advantage that will impact the success or failure of the firm. Contradictory to that it was (Eisenhardt, 2000) argued that dynamic capabilities is not stand-alone, it relies on organization and positioning of firm’s resources to achieve competitive advantage. In support of the theory research (Danneels, 2002) work done found that capabilities of innovating products increased the firm competencies and performance.

Dynamic capabilities (Teece, 2018) has been argued to include strategy and resources that impact the level of competitive advantage a firm has over their competitors. Additionally, it has been linked to (Smith, 2008) strategic organizational variables like processes, routines, managerial, cognition, knowledge, absorptive, adaptive and innovative capabilities. (Barreto, 2010) contributed by defining five dimensions that include identification of opportunities and threats, marketing orientation, modification of resources, implementation of changes and sense making capabilities. (Monteiro, 2017) suggested that managers need to be knowledgeable in amending strategy in the fast paced, uncertain market and develop skills to conquer the changing environment.

The dynamic capabilities theory has been criticized as lacking a common definition (Ali, 2018), outcome advantages as hard to determine (Zahra, 2006) and a shortfall of measures in analyzing capabilities impact on organizational performance (Zott, 2003). Authors (Wang, 2007) noted that the theory concepts lacked precision and needed further research on core concepts clarity. Despite the downfall of the theory, authors stated that dynamic capabilities demonstrated competitive advantage in dynamic environment when faced with complexities. The applicability of the theory has been verified and noted as an attractive topic that continually invites more research (Gizawi, 2014).

2.3 Strategic Change Management Practices

Many variables contribute to the effective execution of organizational reforms. One such element is willingness to adapt. Willingness is shown in members' intents, attitude and convictions as to the extent to which adjustments are desired and their ability to make such changes effectively. Such options are organization culture, coaching and feedback, communication, feedback and training.

2.3.1 Communication of Change

In both corporate and socia life, communication has shown to be the most important instrument. Organizational success is hindered by the inability to communicate effectively. By Kariuki (2014), communication transformation contributed greatly to a company's competitive advantage. A company's abilities and resources also have a role in its ability to compete. In addition, since the research was done in a different setting, the results cannot be applied to the present research. A firm's competitive edge is determined by how well it communicates with its customers. As an averages of disseminating information and fostering mutual understanding, communication.

Controlled a meeting between the board and representatives at the period of authoritative change was conducted by Sagarzazu and Klüver, (2017). The change process must be regularly shown by the leaders of the organization, which ensures efficiency. Amidst all of the organization's executives' attention, it is challenging to convey the organization's fast change effectively (Lewis, 2010). But a pharmaceutical business in Europe established a new self-directed group inside its hierarchical framework. All concerns were handled with in a consistent manner before this new group was formed. While this company was experiencing rapid growth in the mid-1980s, its products were seen as outdated.

2.3.2 Employee Readiness to Change

Reticence to change is the most prevalent organizational obstacle, according to Boohene and Williams (2012). A negative response to change that includes power, conduct, and reaction averaget to discourage or impede progress (Makina (2018) (Vakola & Armenakis 2011). Fear is a major factor in the resistance of employees to change. Individual responses to change have yet to be represented by aversion to change, according to Piderit (2000). According to Burke, the majority of firms that face opposition to change fail to become competitive (2008). In contrast, some people are more open to change, while others are more resistant to (Carnall, 1999).

In companies coping with the ramifications of change, any behavior or action that signals a willingness to embrace or implement a desired improvement tends to be resistive to change (Mullins, 2005; Schermerhorn, Hunt & Osborn, 2005). A fear of losing something valuable or rejecting the familiar in favor of a new and unfamiliar circumstance is the root of resistance to change. People may oppose to the required change, but this is an established fact (Burke, 2008). As a last resort, though, resistance might take the form of inactivity or even intentional sabotage (Kreitner & Kinicki, 2010). Pessimism and counterproductive activities are more usually associated with resistance. According to Wanous, Reichers, and Austin (2000), omissions, dishonesty, and deviance were found in the workplace, as well as skepticism and doubt. Even while resistance may be seen as a flaw by some, it may play an important part in company efforts to modernize.

2.3.3 Training Needs

In Cascio's (2003) study, training demands were linked to an organization's competitive advantages. Training needs must be examined from a variety of angles in order to carry out this procedure. There are three types of views: departmental, practical, and organizational. A training manager assesses the individual skill demands specified by a worker's job requirements and position details, as well as the needs of the whole workforce. It's common for training and learning companies to recognize a need for training as part of a well-structured approach. According to Kaufman (1974), a company's capacity to compete in the job market may be improved by educating its employees in the relevant competencies.

The training needs of workers may be determined based on the performance of the employees themselves. According to Cascio, individuals and teams are more likely to perform successfully if they know exactly what is expected of them and keep focused on it (2003). Organizations are judged on their ability to accomplish or surpass their declared objectives. Investor returns, product market performance, and financial performance all contribute to a firm's overall success as per Richard et al. (2009).

2.3.4 Coaching and Feedback

Managing averages being accountable for some part of execution. Leadership, action, and opinion impact leading. Coaching aims to promote devotion, high efficiency, creativity, and accountability. Varma (2001) aimed to establish a relationship between coaching and superiority. Establishing a coaching culture may help firms gain a competitive edge. Business executives have typically spent too much time managing, not enough coaching. The company placed minimal focus on cascading coaching abilities since it was previously designated for executives. According to a recent research, nine out of 10 workers desire coaching but just three get it. And what they generally receive is evaluation, not coaching. Coaching at the corporate level may produce remarkable outcomes and have a significant financial effect.

Workers need to know what they are expected to do, according to Lusseir (2009).

Organizations are spending extensively in human capital development programs such as coaching to encourage and inspire people to achieve work success, job satisfaction, and employee engagement (Rowold 2012).

Communities may employ coaching to generate marketable workers, according to Kets (2015). Coaching is frequently significant since it may empower employees by allowing them to be responsible. Coaching may motivate employees to develop and build team spirit (Kruzela, 2011).

2.4 Strategic Change Management Practices on Organization Structure

Nkara (2014) carried out the Independent Electoral and Boundaries Commission of Kenya's assessment on changing management practices. The research was conducted in Kenya and its findings showed that the Commission effectively implemented the changes, using technology and appropriate personnel while executing the changes. Some of the methods implemented were communication to employees by leaders, retention of workers and recruiting. In its conclusions, the research indicates that the need for change should push companies to react properly and avoid becoming de-motivational, since the achievements of the previous become clear when the company achieves its targets. The study was based on qualitative tools and case study. The above study will be quantitative in nature.

Kaurai (2016) performed a research on the impact of Kenya National Road Authority's strategic change management methods on its performance. The study, which was conducted in Kenya, found that effective methods of change management improved institutional performance significantly. In addition to uncertainty, pressures on resistive adjustments, and strategy drift, some of the issues were mentioned. The above study will be quantitative in nature.

Musau (2012) studied the approaches and problems used by Safaricom Ltd in Nairobi to manage transformation. The research used a case study method to perform a thorough examination. The research listed the main criteria for an effective transformation program and the difficulties it faced. The study's context was safaricom and not logistics firms and analysis was carried out using qualitative analysis thus contextual and methodological gaps.

In their 2010 study, Tracey, Vonderembse, and Lim examined how strategic change management impacted Brazil's banking sector's competitiveness. An exploratory study of 121 organizations found that strategic change management improves operational efficiency, adaptability, pioneering potential, innovation, and managerial skill. The context for this study was financial sector and also employed exploratory study design as opposed to cross sectional survey. In India, Kuncoro and Suriani (2018) examined how change management affected rabbit meat merchants' competitive advantage.

Modeling of Structural Equations Using Partial. Least Square was used to analyze data from 110 merchants who completed questionnaires as part of the research project. Communication has a significant influence on corporate competitiveness, according to the findings. Additionally, communication had a significant and direct influence on market driving while market driving significantly and positively influenced sustainable competitiveness. The study's context was rabbit meat merchants and not logistics firm and analysis was carried out using factor analysis thus contextual and methodological gaps.

Laban and Deya (2019) studied the impact of strategy change on Kenyan ICT firms' performance. The research invited participants to fill out a typical questionnaire. Multiple regression revealed that coaching and training had a substantial influence on ICT company performance. The study context was however ICT firms which focus generally on change management thus generalization of the study outcomes to the airline sector is not possible.

Laban and Deya (2019) investigated how strategic change affects the organizational performance of ICT firms in the County of Nairobi. The study collected data from respondents using a structured questionnaire. The multiple regression results revealed that coaching and training significant affected performance of ICT firms. The study context was however ICT firms which focus generally on change management thus generalization of the study outcomes to the logistics sector is not possible.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section offers an outline of the research process. Its primary focus is the study design, followed by method for data collecting, then data analysis and finally data presentation tactics that was used as a part of this research.

3.2 Research Design

The influence of strategic change management on organizational structure was studied using a cross-sectional descriptive technique. An excellent design was chosen since not only does it accurately describe events, but it also needs a detailed and well-planned explanation of each one. Descriptive research designs help in identification of the where, what, who, when and how of a phenomena. When applied to this study, the descriptive research method was helpful since it enabled researchers to discover how many independent variables relate to the primary dependent variable of the study.

3.3 Population of the Study

Making inferences from a group of items with similar characteristics is called a "population" (Kothari, 2011). A total of 66 Kenyan airline carriers were the study's primary focus, according to a document from the country's civil aviation authority (2019). The research described above used a census survey. Cooper and Schindler (2007) suggest that if the study's sample size is limited, then a census technique is suitable.

3.4 Data Collection

This investigation relied on data from original sources. This study's main data source was properly structured questionnaires. The survey consisted entirely of closed-ended questions. It was divided into three sections: first, organizational characteristics; second, information on strategic change management; and third, airline company organization structure. One questionnaire was sent to each company in the study. Because the research was done at a time of strict health standards regarding social distance due to Corona Virus Disease in 2019, the surveys were sent using Google form. One senior manager was selected as the primary response because of their familiarity with strategic change management.

3.5 Data Analysis

Questionnaires were modified for uniformity to be described as comprehensive after data collection. Any abnormalities in the replies as well as certain numerical values in the answers for further investigation were detected by editing, tabulating and coding. Descriptive statistics were utilized to analyse the data including central trend (average) measurements and dispersion measurements (Standard deviations and variance). Results were presented using graphs and tables.

The relationship between the variables was discovered using the multiple linear regression model shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Organization Structure

β_1 to β_3 are the regression coefficients

β_0 = Constant Term

X_1 = communication change X_2= Employee Readiness to Change

X_3= Coaching and Feedback

X_4= Training

E=Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

An examination of the data will be the emphasis of this chapter. This section evaluates the results in light of prior research. The research sought to discover how Kenyan airlines reacted to strategic change management.

4.2 Response Rate

A response rate of 78.79 percent was achieved by returning 52 of the 66 questionnaires. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010), on the other hand, deems a return rate of 60% excellent, and a return rate of 70 exceptional. The results were adequate for the data analysis.

4.3 Organizational Characteristics

This section is dedicated to firm's basic details. The data aided in comprehending the company' background details under consideration. It requested information on the company's time of operation, number of employees and ownership structure.

4.3.1 Period of operation

The duration of operation of the Airline operators in Kenya was given by respondents as specified in Table 4.1.

Table 4.1: Period of Operation

Years	Frequency	Percent
Less than 4 years	7	13.46
4-8 years	25	48.08
Above 8 years	20	38.46
Total	**52**	**100.0**

Source: Field Data (2021)

Table 4.1 depicts that most of Airline operators in Kenya have been in operation between 4-8 years at 48.08%, above 8 years at 38.46% and lastly less than 4 years at 13.46%.The result implies that majority of the Airline operators in Kenya are well established in the Kenyan Market.

4.3.2 Number of Employees

The goal of the research was to figure out how many people work for Airline operators in Kenya. Table 4.2 depicts responses as gathered from respondents.

Table 4.2: Number of Employees

Employees	Frequency	Percentage
Less than 300	15	28.85
301 – 600	25	48.81
Above 600	12	23.08
Total	**52**	**100.0**

Source: Field Data (2021)

Table 4.2 depicts that most of Airline operators in Kenya have employees between 301 – 600 at 48.81, followed by less than 300 at 28.85% lastly over 600 was 23.08%.This implies that most Airline operators in Kenya play are able to operate on a large scale of staff.

4.3.3 Number of Branches

The goal of the research was to figure out how many branches do Airline operators in Kenya have. Table 4.2 depicts responses as gathered from respondents.

Table 4.3: Number of Branches

Branches	Frequency	Percentage
Less than 5	15	28.85
5-10	25	48.81
More than 10	12	23.08
Total	**52**	**100.0**

Source: Field Data (2021)

Table 4.3 depicts that most of Airline operators in Kenya have between 5-10 branches in Kenya at 48.81%,less than 5 branches at 28.85% and lastly more than 10 branches at 23.08%.This implies that most Airline operators in Kenya are well distributed in kenya in terms of branches.

4.4 Strategic Change Management Practices

The independent variables in this research were strategic change management methodologies. Accordingly, it was critical to know how respondents felt about their company's strategic change management processes. The innovation methods have been assessed at a 5-point scale of Likert and the responses are required to either agree on "Not at all," "little degree" and "moderate degree" or “large degree”, "very large degree". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized an average value of 4.0-5.0 for large, 3.0-4.0

for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree. The Airline operators in Kenya were evaluated using a total of 20 statements.

4.4.1 Change Communication

To evaluate the quality of communication, participants were asked to score their agreement or disagreement with five assertions. Table 4.4 depicts the outcome.

Table4. 4: Communication Change

Statement	N	Average	Std. dev
Quality service delivery is adversely impacted by efficient communication of change.	52	3.40	1.05
Employees' readiness for change is great, which has resulted in high-quality service delivery.	52	3.57	0.99
Supervisors or management are excellent at conveying change-related information.	52	3.00	1.02
Most firms see communication as critical to their success in providing high-quality services.	52	4.18	0.95
Employees effectively embraced the planned adjustment or revisions, which resulted in an increase in service delivery.	52	3.73	1.06
Composite average	**52**	**3.57**	**1.01**

Source: Field Data (2021)

Communication is seen as a critical aspect in the quality service delivery performance of the majority of organizations, with an average of 4.18 and 0.95 standard deviations. With an average of 3.73 and a standard deviation of 1.06, staff executed the advised modifications or adjustments, which improved service. A high degree of staff preparation for the transition has resulted in a 3.57 average and a 0.99 standard deviation, according to survey data. Information about changes may be effectively communicated by supervisors or management. There was a standard deviation of 1.05. The average was 3.40. A 3.00 average and 1.02 standard deviations indicate that supervisors or managers can effectively communicate information about change. At 3.57, the overall score indicates that many Kenyan airline operators are adapting to new ways of communicating.

4.4.2 Employee Readiness to Change

Participants were asked to assess how much they agreed or disagreed with five statements on the readiness of workers to adapt to new situations. Table 4.5 depicts the outcome.

Table 4.5: Employee Readiness to Change

Statement	N	Average	Std.dev
Organizational structure has an impact on certain workers' resistance.	52	3.80	0.99

Changes in management necessitate that employees assume new roles.	52	4.30.	0.92
Implementation of change is supported by employees.	52	3.52	1.08
Quality service delivery has been made possible by the management's efforts to give everyone a voice in collaborative transformation efforts.	52	4.11	1.10
Quality service delivery is significantly impacted as a result of involvement in the transformation process	52	4.20	0.89
Composite Statistics	**52**	**4.02**	**0.99**

Source: Field Data (2021)

Management change, according to Table 4.5, results in employees gaining new responsibilities, with an average of 4.30 and a standard deviation of 0.92, whereas management fosters opportunities for individual voices to be heard in collaborative change efforts and improves service delivery, with an average of 4.11 and a standard deviation of 1.10. On employees' resistance to change, the organizational structure has an average influence of 3.80 and a standard deviation of 0.99. The institution's employees prefer change implementation, as shown by an average of 3.52 and a standard deviation of 1.08. The average was 4.02, demonstrating that employee change preparedness has a significant impact on organizational structure.

4.4.3 Coaching and Feedback

Participants were asked to rate their level of agreement with five statements on coaching and feedback. The results are shown in Table 4.6.

Table 4.6: Coaching and Feedback

Statement	N	Average	Std. Dev
When managers provide timely feedback, employees are more willing to accept organizational change.	52	3.90	0.89
Training for staff is available at the business.	52	3.23	1.07
Improved abilities are the result of employee education and training.	52	4.11	1.17
The organization's objectives are set and communicated by the organization's senior leadership.	52	3.34	1.19
The organization's senior leadership is dedicated to implementing new management techniques through mentoring the organization's lower-level employees.	52	3.73	0.98
Composite Statistics	**52**	**3.66**	**1.06**

Source: Field Data (2021)

Investing in employee training and development results in a better workforce. The standard deviation is 1.17. When managers provide employees feedback that shows an average difference of 3.90 and 0.89, employees are more likely to accept organizational change. An average of 3.73 and a standard deviation of 0.98 indicate that top management is committed to transforming the company's management practices by mentoring lower workers. The average and standard deviation for developing and disseminating the organization's goals to employees were 3.34 and 1.19, respectively. Finally, with an average of 3.23 and a standard deviation of 1.07, the organization gives training to its employees. According to the overall average of 3.66, many Kenyan airline personnel have implemented some kind of coaching and feedback.

4.4.4 Training

Each participant was presented with five statements about training and asked to indicate their degree of agreement with each statement. Table 4.7 depicts the outcome.

Table 4.7: Management Innovation

Statement	N	Average	Std Dev

Employees are given enough training to help them adjust to the company's ongoing changes.	52	4.63	.547
Training of employees makes them more effective.	52	4.26	.611
Leaders encourage collaboration among employees	52	4.54	.505
HR leads the firm's change management.	52	4.23	.798
Employees are given the opportunity to learn new skills via training.	52	4.11	.504
Composite Statistics	**52**	**4.35**	**.652**

Source: Field Data (2021)

Table 4.7 shows that workers have received enough training to deal with organizational change, with an average of 4.63 and a standard deviation of 0.547. The average number of leaders that support employee cooperation is 4.54, with a standard deviation of 0.505. Workers' performance is improved by training, with an average of 4.26 points and a range of 611 points. Additionally, with an average of 4.23 and a standard deviation of 0.798, HR manages the company's change process. Finally, with an average difference of 4.11 and 0.504, employees are taught to acquire new competencies. The overall average was 4.35, which suggests that many Kenyan airline workers have taken training a significant degree.

4.5 Organization Structure

Under this research, organization structure was a dependent variable. The respondents' opinions on the organization structure of their company had to be established. The competitive advantage was assessed on a 5-point Likert scale and participants were asked to either agree: "to a very great degree" "large degree," "modest degree," "tiny" and "not at all."" The answer to each question which identified the highest favourable reaction for these activities was assigned 5 points, and then 4, 3, 2, and 1, correspondingly, to the least positive. The following analysis has been espoused to distinguish the extent: average value of 4.0<50.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 5 statements were used to evaluate organization structure among Airline operators in Kenya.

Table 4.8: Organization Structure

Statement	N	Average	Std dev
Change management has an impact on the level of formalization of a company.	52	4.40	0.456
Strategic change management influences the departmentalization	52	4.37	0.498
Strategic change management influences the firm’s work specialization	52	4.40	0.493
Strategic change management influences the span of control	52	4.50	0.497
Strategic change management influences the decentralization of the firm’s organisation structure	52	4.63	0.487
Average	**52**	**4.46**	**0.4862**

Source: Field Data (2021)

According to Table 4.9, strategic change management has a 4.63 average and a 0.487 standard deviation effect on the decentralization of the organization structure of the company. As shown by an average of 4.50 and a standard deviation of 0.497, strategic change management has an effect on the span of control. Additionally, change management has a 4.40 average and 0.456 standard deviation effect on the degree of formalization of the organization. Strategic change management influences the firm’s work specialization having a 4.40 as average and a 0.493 as standard deviations. Finally, strategic change management has an average of 4.37 and a standard deviation of 0.498 on departmentalization. The overall average was 4.46, indicating that many airline operators in Kenya place a high premium on organizational structure.

4.6 Correlation Analysis

An essential element of the research was looking for correlations in the data. A connection was made with regards the organization's framework and the process of strategic change management. Table 4.8 summarizes the findings of this investigation.

Table 4.9: Pearson Product-Moment Correlations Results for Study Variables

		CC	ERC	CF	T	OS
CC-Communication change	Pearson Correlation	1				
	Sig. (2-tailed)					

	N	52				
ERC-Employee readiness for change	Pearson Correlation	.613*	1			
	Sig. (2-tailed)	.05				
	N	52	52			
CF-Coaching and feedback	Pearson Correlation	.653**	.233*	1		
	Sig. (2-tailed)	.01	.05			
	N	52	52	52		
T-Training	Pearson Correlation	.730**	.425**	.225*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	52	52	52	52	
OS-Organization structure	Pearson Correlation	.723**	.718**	.416*	.505**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	52	52	52	52	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2021)

Table 4.11 shows a link between effective change communication and an organization's structure with a Pearson's correlation coefficient of r=0.723. To the contrary, the Pearson correlation value of 0.416 and the significance level of 0.05 showed that the structure of the organization and coaching and feedback had a pretty substantial positive link. The Pearson's correlation coefficient of 0.718 and a significance level of 0.01 were found to be associated with organizational structure and employee receptivity to change. Last but not least, training has a Pearson correlation of 0.505 and p-value of 0.05, which shows that training and organizational structure have a significant linkage.

4.7 Regression Analysis

Regression analyses were used to ascertain how Airline operators in Kenya organization structure are supported by strategic change management by utilizing the determination coefficient (r^2) and also to forecast the connection among variables by use of β coefficient. In order to determine the percentage of the dependent variable (organization structure) being predicted by four predictor factors, analyses of multiple regression was performed (communication change, employee readiness to change, coaching and feedback and training).

4.7.1 Model Summary

The impact of predictor factors on dependent variables were examined using analysis of multiple regressions. Table 4.9 provides a summary of the model.

Table 4. 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.790	.653	.645

a. Predictors: (Constant), Communication change, employee readiness to change, coaching and feedback and Training

Source: Field Data (2021)

Table 4.9 shows that R and R^2 were 0.889 and 0.790, respectively, at a significance level of 0.005 in the data. Organization structure is strongly linked to strategic change management by R=0. 889. Results showed that 79 percent of organizational structure variance can be attributed to variables included in the model, whereas only percent of variation can be explained by factors not included in the model.

4.7.2 Goodness of Fit of the Model

Using a regression model that was appropriate for the data, the researcher conducted an Analysis of Variance (ANOVA). Table 4.10 illustrates this.

Table 4.11: ANOVA

Model		Sum of Squares	Df	Average Square	F	Sig.
1	Regression	.134	4	.034	0.507	$.015^b$
	Residual	1.347	47	.067		
	Total	1.135	51			

a. Dependent Variable: Organization structure

b. Predictors: (Constant), Communication change, employee readiness to change, coaching and feedback and Training

Source: Field Data (2021)

The ANOVA results are shown in Table 4.10.

Coefficient of determination f statistic is 0.507 at 5 percent significance level shown in Table. The p-value is 0.015<0.05, which is statistically significant. This shows that the criteria of strategic change management are important in forecasting the structure of an organization.

4.7.3 Model Regression Coefficients

The presentation in Table 4.11 shows unstandardized coefficients, standardized coefficients, t statistics and significant values.

Table 4.12: Regression Coefficient

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.159	.746		0.213	.000
	Communication Change	.130	.219	.165	.59	.000
	Employee Readiness to Change	.232	.179	.272	1.130	.000
	Coaching and Feedback	.240	.115	.305	2.09	.000
	Training	.150	.253	.126	.593	.000

a. Dependent Variable: Organization Structure

Source: Field Data (2021)

The regression coefficients illustrated in Table 4.10 show that a relationship exists between strategic change management and organization structure of Airline operators in Kenya. Communication change posted $p=0.000 < 0.05$, employee readiness to change posted $p=0.000 <0.05$, coaching and feedback posted $p= 0.000 < 0.05$ and training posting $p=0.000 < 0.05$. This Significance test was conducted at $alpha=0.05$ in which the significance exists when p records a value < 0.05. The results show that the parameters of strategic change management possess a significant with organization structure of Airline operators in Kenya.

The linear model then stands to be;

$Y=0.159+0.130X_1+0.232X_2+0.240X_3+0.\ 150X_4$

As per the findings, As per the findings, the constant 0.159 indicates that there still some level of organization structure even in the absence of the driver variables, when all other independent factors are held constantly, increasing the communication change parameter in relation to strategic change management by a single unit will result to a 0.130 change in organization structure of Airline operators in Kenya, increasing employee readiness to change parameter in relation to strategic change management by a single unit will result to a 0.232 change in organization structure of Airline operators in Kenya, increasing coaching and feedback parameter in relation to organization structure of Airline operators in Kenya by a single unit will result to a 0.150 change in organization structure of Airline operators in Kenya and finally increasing training parameter in relation to organization structure of Airline operators in Kenya by a single unit will result in a 0.150 change in organization structure of Airline operators in

4.8 Discussion of Findings

It was found out that several Airline operators in Kenya have adopted communication revolution to modest degree. The following statements supported this claim; Communications are viewed as essential to firms' quality service delivery success, and staff have accepted the recommended modifications or adjustments and improved service delivery. This backed by contributed greatly to a firm's competitive edge. In supplementary to the preceding, a firm's abilities and resources have an influence on its competitiveness. Lewis (2010) sought to illustrate how a company's competitive advantage is affected by a difference in the way it communicates. People use communication to exchange information and build a shared understanding.

According to the findings, employee openness to change has a significant impact on organizational structure. According to the following assertions, workers are willing to accept organizational change if managers provide enough feedback and the company provides adequate training for its staff members (Lindblom et al, 2008). Hofstede (2015) utilizes his technique to help employees understand cultures, anticipate their behavior, and tolerate cultural diversity in order to help organizations achieve a common objective. Wernick, (2016) examines the cultural elements that impact the conduct of societies and organizations around the globe.

It was discovered that a significant number of Kenyan airline employees were open to receiving coaching and criticism. Top management establishes and communicates corporate objectives, which are then shared with all workers, and staff development contributes to better employee performance. As Varma (2001) said, "coaching and competitive advantage have a strong relationship." A strong competitive advantage may be gained by establishing a coaching culture in a company. According to a recent research by Varma (2001), organizations are increasingly employing human capital development interventions, such as coaching, to keep their workers informed and motivated in order to achieve work performance, job satisfaction, and job engagement.

It was discovered that many Kenyan airline operators place a high value on training. Several supporting claims were made, including HR oversees the company's changing process and enough training is provided to help workers deal with the organization's altering. Training requirements have been shown to be positively linked with competitive advantage, as suggested by Brown (2002).Training needs must be examined from a variety of angles in order to carry out this procedure. According to McCannon and Crews, organizational output performance includes financial, product market, and shareholder returns (2000).

According to studies, strategic change management and organizational structure go hand in hand. Analysing the impact of strategic change management and organizational structure on Kenyan airline operators. There was a good match between the coefficient of determination and the data; R^2=0.672, which is a strong predictor. P-value 0.018(<0.05) indicates that the regression model is statistically significant overall. Noor (2013) claims that strategic change management improves the structure of a company.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The results and suggestions of the researchers are outlined in this chapter. This is in accordance with the stated goal of the investigation.

5.2 Summary

Researchers conducted this investigation with the goal of examining how different approaches to strategic change management affected the corporate structures of Kenyan aviation companies. It was found out that most of the Airline operators in Kenya have been in operation for more than 4years and have between 301 – 600 employees.Most of the Airline operators in Kenya have between 5 to 10 branches in Kenya.

It was discovered that many airline operators place a high value on training and preparing their employees for new roles and responsibilities. Organizational transformation is easier to implement when managers provide their staff the correct feedback and the company provides training for employees.

Strategic change management was shown to have a modest influence on communication transformation and coaching and feedback. In most firms, excellent service delivery is considered as a critical success factor, and the suggested modification or adjustments have been embraced effectively by workers. Top management sets and communicates company objectives, and employee training and development improves their abilities.

A connection exists between organization structure and strategic change management, according to the research results. The regression model used in this research was confirmed to be a decent predictor by the regression analysis. The model was shown to have a p-value less than 0.05 and hence statistically significant via the use of analysis of variance. Altering the averages of communication, increasing the level of employee openness to change, providing coaching and feedback, and training.

5.3 Conclusion

Most of the Kenyan airlines under examination have been operating for at least four years and have between 301 and 600 personnel in strategic change management procedures. Most of Kenya's airline companies have between five and ten branches in the country.

Airline companies in Kenya, according to the findings, place a high value on training and preparing their employees for new roles and responsibilities. Having a well-trained workforce and leaders that promote employee participation are key factors in this success. Employees are ready to embrace organizational change when they get timely feedback from management.

Strategic change management was shown to benefit greatly from communication change and coaching and feedback, according to the study's findings. In most firms, excellent service delivery is considered as a critical success factor, and the suggested modification or adjustments have been embraced effectively by workers. Top management sets and communicates company objectives, and employee training and development improves their abilities.

There is a strong link between organizational structure, communication transformation, employee change willingness, and coaching and feedback, therefore the model of research is critical to the findings. Based on kotter's eight-stage transition model and dynamic capacity theory, the study's findings are consistent.

5.4 Recommendations

The report advises that the firm implement policies and processes that foster high employee involvement, comprehension, and dedication to the company's vision, purpose, and goals. This is due to the fact that workers are the primary stakeholders in plan execution. Change management should be mapped out and prioritized for each industry, according to the report, so that it can stay competitive in the market. Structural reforms will allow Kenyan airlines to compete in their own market.

The inquiry also proposes that the sector map out precisely which components of strategic change management are crucial to their business and spend extensively in those areas so as to see visible progress in their organizations structure. According to the findings of this research, airline operators in Kenya should implement methods to improve their organizational structure.

5.5 Limitations of the study

One of difficulties was that mid-level management personnel were the target respondents for the research. Many were extremely busy and strained due to the pressure at work, therefore there was not enough time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of Covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings.

The research also has a further disadvantage because it focuses solely on strategic change management tactics. However, other variables are extremely important in obtaining a company's organization structure edge.

5.6 Implications of the study

In this study, the purpose was to investigate airline carriers in Kenya's use of strategic change management. The study's results are essential to Airline operators in Kenya as they can use the conclusions and recommendations to enhance their strategic change management and ensure better firm structure.

This information will allow policy-makers, trainers, consultants and institutions to design strategic initiatives, tools and actions which will encourage strategic change management by Airline operators in Kenya. As a result of the research, other companies may adopt or create procedures that are in accordance with our results and those of Kenyan airline operators.

Lastly, the study's findings add to the empirical data on strategic change management and organizational structure, and they open the door to further research on the notion of strategic change management.

5.7 Suggestions for Further Studies

Quantitative methods were used in this cross-sectional research project. Participants' thoughts and feelings were simply recorded in a simple form. The cross-sectional research was chosen as it was the most acceptable strategy for dealing with the challenges because of the restricted time and money restrictions. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on media sector. This leaves gaps in the effect of strategic change management on other firms such as airline companies, large-scale farms, manufacturing firms, motor firms amongst others. The impact of strategic change management on future sales performance in various industries should be investigated further for future researchS.

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APPENDICES

Appendix I: Questionnaire

SECTION A: Organizational Characteristics

1. In which Airline operators in Kenya do you work? (Enter below)

____

2. For how long has the firm been in operation? (tick one)

   Less than 4 years [ ] 4-8 years [ ] Above 8 years [ ]

3. How many employees are there in your firm (tick one)

   Less than 300 [ ] 301 - 600 [ ] Above 600 [ ]

4. How many Branches does your firm have in Kenya? (tick one)

Less than 5 [ ] 5-10 [ ] More than 10 [ ]

SECTION B: STRATEGIC CHANGE MANAGEMENT

To what degree do you agree with the following characteristics of your firm's strategic change management? Using a scale of 1-5,tick the appropriate answer from the alternative provided.1=Not at all degree,2=tiny degree, 3=Modest degree 4=Great degree,5=Very great degree**.**

Component	1	2	3	4	5
Communication Change					
Most businesses believe that effective communication is essential to their ability to provide high-quality services.					
Employees have effectively adapted to the suggested modification or changes, which has resulted in an increase in service delivery.					
Employees' readiness for change is great, which has resulted in high-quality service delivery.					

Supervisors or management are excellent at conveying change information.					
Quality service delivery is adversely impacted by efficient communication of change.					
Employee Readiness to Change	**1**	**2**	**3**	**4**	**5**
Quality service is adversely impacted by the process of transformation.					
Employees contribute to the institution's change implementation.					
Workers assume additional duties as a result of management changes.					
The company's management has made it possible for employees to have a voice in the company's collaborative transformation efforts, resulting in high-quality service.					
Some workers' resistance is influenced by the structure of their workplace.					
Coaching and Feedback	**1**	**2**	**3**	**4**	**5**
Improved abilities are the result of training and development for employees.					

Mentoring junior employees is a way for the organization's senior management to modify management practices.					
The organization's objectives are set and communicated by the organization's senior leadership.					
Organizational change is more likely to be accepted by employees if managers provide timely and accurate feedback.					
Employees are given training by the company.					
Training	**1**	**2**	**3**	**4**	**5**
Employees are given the opportunity to learn new skills via training.					
Leaders inspire their staff to work together.					
HR handles the firm's change process.					
Employees are adequately trained to deal with organizational change.					
Employee training improves productivity.					

SECTION C: ORGANIZATION STRUCTURE

To what extent do you agree with the following statements concerning the organizational structure of your company? Using a scale of 1-5,tick the appropriate answer from the alternative provided.1=Not at all degree,2=tiny degree, 3=Modest degree 4=Great extent,5=Very great extent**.**

Component	1	2	3	4	5
Strategic change management influences the decentralization of the firm’s organisation structure					
Strategic change management influences the firm’s work specialization					
Management of strategic change has an effect on departmentalization.					
Control span is influenced by strategic change management.					
Change management has an effect on the degree of formalization of the company.s					

Appendix II: Airline Operators in Kenya

1. British Airways
2. Ethiopia Airways
3. Kenya Airways
4. Fly 540 Aviation
5. Jubba Airways
6. African Express LTD
7. Air Arabia
8. Etihad Airways
9. Turkish Airlines
10. Lufthansa –German Airline
11. Swiss International Airline
12. Emirates Airline
13. South African Airways
14. Rwanda Air
15. Oman Air
16. Air Maroc
17. East African Safaris;FlySaxs

18. Air Mozambique
19. KLM Royal Dutch Airline
20. Precision Air
21. China Southern Airline
22. Qatar Airways
23. Saudi Arabian Airline
24. Egypt Air
25. Air Mauritius
26. Astral Aviation
27. Air France
28. Martin Air
29. Condor
30. Enter Air
31. Blue Paranoma
32. Air Kenya
33. Neon Airways
34. Freedom Air
35. Skyward International Aviation
36. Ocean Air
37. Buff Air
38. Condor
39. Meridian airlines
40. Rudufu Aviation
41. Som Air
42. Air Traffic Limited
43. Air Malawi
44. Silverline aviation
45. Aero-Pioneer Group
46. Acariza Aviation
47. AD Aviation charters
48. Aeronov Air services
49. Aerospace Consortium
50. Air direct

51. Airlink Kenya
52. ALS-Aircraft leasing services
53. Astral Aviation
54. Avro Express
55. Blue Bird Aviation
56. Blue Bird Aviation Services
57. Capital Airlines
58. DAC Aviation
59. Global Airlift
60. Great Airways
61. Jetways Airlines
62. KASAS
63. Tubania Aviation Group
64. Knight Aviation
65. Lady Lori
66. Mombasa Air Safari