

INFLUENCE OF CHANGE MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS IN KENYA: A CASE OF KENYA NATIONAL HIGHWAYS AUTHORITY

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Abstract: In Kenya, the public sector has come under increasing pressure to improve performance and demonstrate greater transparency and accountability. This pressure has resulted in public sector organizations facing shifts in ways of operating. Various institutional change management strategies have been adopted by different public sector agencies, many of these cloning managerial practices from the private sector. This study sought to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. The specific objectives were: to determine the influence of leadership support on performance of Kenya National Highways Authority; to establish the influence of external stakeholders the on performance of Kenya National Highways Authority; to assess the influence communication has on performance of Kenya National Highways Authority and to examine the influence of employee participation on performance of Kenya National Highways Authority. A case study research design was adopted. The target population for this study was stratified through top management level, middle level managers and low level management. The study population composed of 486 members of staff in different managerial levels currently working at Kenya National Highways Authority. Stratified random sampling technique was used to select the sample of 215 respondents. The research used questionnaires. This was done to enhance its validity and accuracy of data to be collected. The research carried out a pilot study to pretest and validates the questionnaire. Quantitative data collected was analyzed using descriptive statistics using SPSS (Version, 21) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open-ended questions. The study conducted a correlation analysis to establish the strength of the relationship between the independent and the dependent variable. Multiple regressions were done to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. The study found that leadership support had significant positive relationship with performance of Kenya National Highways Authority; external stakeholders involvement had significant positive relationship with performance of Kenya National Highways Authority; communication had significant positive relationship with performance of Kenya National Highways Authority, and employee participation had significant positive relationship with performance of Kenya National Highways Authority. The study recommends that KeNHA should ensure that their leaders are competent to ensure that they are able to develop strategy, create mission and motivate its employees to achieve the objectives of the company and build organizational culture, this will ensure that the performance of the company is improved; KeNHA should ensure that they involve all the stakeholders, both internal and external, in their activities; KeNHA should ensure that there is efficient and sufficient communication within the organization; KeNHA should ensure that they involve their employees in decision making and planning. The study recommends replication of the study in other public sectors in the country.

Keywords: leadership support, communication, external stakeholders involvement, employee participation.

I. INTRODUCTION

Many organizations are occasionally faced with challenges that force them to adjust or change (Burnes, 2014). Public sector organizations regularly must go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly underestimated by senior management and not managed adequately. Ansoff (2010) asserts that it's known that leadership can make a great difference, and that its importance for organizational success is intensifying.

Most organizational managers today would agree that change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes, 2014). The ability to change continually and successfully is essential to any organization's survival. The need for ongoing change requires an organizational ability to learn on a continual basis in a coordinated and progressive way (Zorn *et al.*, 2010).

A global trend has governments shifting to become the enabler of public service rather than the provider (Thomas, 1996). This means that governments are often awarding contracts to private companies to carry out their services to employees and the public rather than the services being carried out by public servants themselves. This trend has also been characterized by the adoption of certain private sector practices and concepts. Many of these changes have been as a result of increased public scrutiny with respect to the public sector. Critics have questioned the effectiveness of service delivery and the government's hold on public and national resources. Thus, there has been a shift in perceptions of the value of the public service. Government organizations have moved from a focus on traditional public administration practices to new public management, and the increased public scrutiny has forced them to engage in change initiatives aimed at adapting to the ever-changing external environment (Backoff & Nutt, 2013). This study seeks to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority

Change Management Practices include the various activities undertaken by managers as they handle various aspects of change. For the change processes to be manageable, clear priorities must be set since the processes involved in the change management are complex in nature. Change programs and projects must make sense from the beginning, when the actual idea of change comes to place. The feeling that changes are right for an organization and the necessary sense of urgency to secure its realization will occur if it is clear that the changes have to be tailored to the organization and its particular business situation (Burnes, 2014).

Successful change efforts seem to be those where the choices regarding the speed of the effort, the involvement of others, and the amount of preplanning and the relative emphasis given to different approaches are both internally consistent and fit some key situational variables (Backoff & Nutt, 2013). These variables include the position and the power of the change initiator, the amount and the kind of resistance that is anticipated, the person who has the relevant data for designing the change and the energy for implementing it and the stakes involved in the change process. Organizational efforts that ignore these factors run into problems (Kotter & Schlenger, 2009). According to Kotter (2013) change by definition requires creating a new system, which in turn always demands leadership. He stresses that for a change to be successful in an organization, the change process has to go through a series of phases that take a considerable length of time.

Leban and Euske (2016) define organizational performance as a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results. Organization performance is also defined as an organization's ability to exploit its environment for accessing and using the limited resources. Performance management involves goal setting, performance appraisal and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology (Cummings & Worley, 2009).

The ability of an organization to anticipate and respond to opportunities or pressures for change both internal and external is one of the most important ways in which its productivity are ensured. The nature and effectiveness of organizational responses vary in part with how top management triggers and interprets strategic issues (Dutton & Duncan, 2013; Kiesler

& Sproull, 2012). Management role in defining the developments and events which have the potential to influence the organization's current or future strategy (Dutton & Duncan, 2013) provides a major link between a firm and its external environment. Porter, (1985) stated that performance management can only be effective where the organization has a clear corporate strategy and has identified elements of its overall performance which it believes are necessary to achieve competitive advantage.

Competitive advantage can be achieved if an organization is able to change and align itself to the environment and also manage the changes effectively. Planning, implementing and managing change implementation in a fast changing environment is increasingly the situation in which most organizations work (Backoff & Nutt, 2013). Dynamic environments such as these require dynamic processes, people, systems and culture especially for managing strategic change successfully. Transforming an organization or department into a more creative and innovative one involves strategic change. Organizational strategic change efforts should be geared to improve the performance of organizations and the people in those organizations (Burnes, 2014).

Kenya National Highways Authority (KeNHA) is a State Corporation established under the Kenya Roads Act, 2007, with the responsibility for management, development, rehabilitation and maintenance of national roads (Class A, B & C roads). The Kenya National Highways Authority (KeNHA) has aligned her upcoming and ongoing road infrastructure projects aimed at easing congestion, reduce travel time and costs to enhance connectivity in cities, urban areas and commercial centres. This is in support of the economic pillar and enables the country to achieve her ambitious long-term development plan, Kenya Vision 2030 (GOK, 2015).

Kenya's infrastructure network is currently adjudged to be of good quality, with adequate connectivity, but low on density. The Authority is addressing this by increasing the intensity and functionality of the road network in the country so as to bring the entire national road network to a good motorable condition. Presently, KeNHA is implementing strategies to ensure that projects are completed within the stipulated time lines to ensure that the public gets value for money (GOK, 2015).

1.2 Statement of the Problem

Several studies have been undertaken on the organizational change management and the effect on performance. Kochan *et al.*, (2013) found out that an organization that is receptive to change is expected to register positive results in terms of customer satisfaction and returns. Oakley (2013) show that change management is known to solve and intervene loss of money in the management of resources.

Local studies have largely focused on the strategic change process without necessarily linking it to performance. For instance, Gachara (2014) study on managing strategic change at Sumac Microfinance Bank Limited which established that the microfinance uses both planned and emergent approach to manage change and the major challenges faced during the implementation of change was resistance to change. Wataka (2013) researched on managing strategic change at PACT Kenya. The study found out that as part of the PACT global family had encountered challenges in trying to manage strategic change initiated at the organization's parent headquarters. Guchu (2013) studied management of strategic change at Kenya Post Office Savings Bank and established that the bank has a strategic change management process which is planned and strategic change is usually triggered by a force from the external environment. Muteti (2013) researched management of strategic change at the Telkom Kenya Limited and found out that management of strategic change practices adopted includes change of leadership, change of structure, training of employees and change of programs.

On the basis of the above studies, there is scanty of empirical evidence on the effects of change management practices on performance of public sector organizations in Kenya. This study sought to fill the existing research gap by conducting study on the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority

1.3.2 Specific Objective

The study was guided by the following objective

1. To determine the influence of leadership support on performance of Kenya National Highways Authority.
2. To establish the influence of external stakeholders involvement on performance of Kenya National Highways Authority.
3. To assess the influence of communication on performance of Kenya National Highways Authority.
4. To examine the influence of employee participation on performance of Kenya National Highways Authority.

1.4 Research Hypothesis

The study tested the following research Hypothesis

H₀₁ Leadership support does not significantly influence the performance of Kenya National Highways Authority

H₀₂ External Stakeholders involvement does not significantly influence the performance of Kenya National Highways Authority

H₀₃ Communication does not significantly influence the performance of Kenya National Highways Authority

H₀₄ Employee participation does not significantly influence the performance of Kenya National Highways Authority

2. LITERATURE REVIEW

2.1 Introduction:

The underpinning theories of this study included; , Contingency Model of Change Management, Lewin's Three-Step Change Theory, Kotter's 8 –Step Model and Phases of Change Theory in an attempt to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. A conceptual framework that integrates the independent and dependent variables was developed as shown in figure.

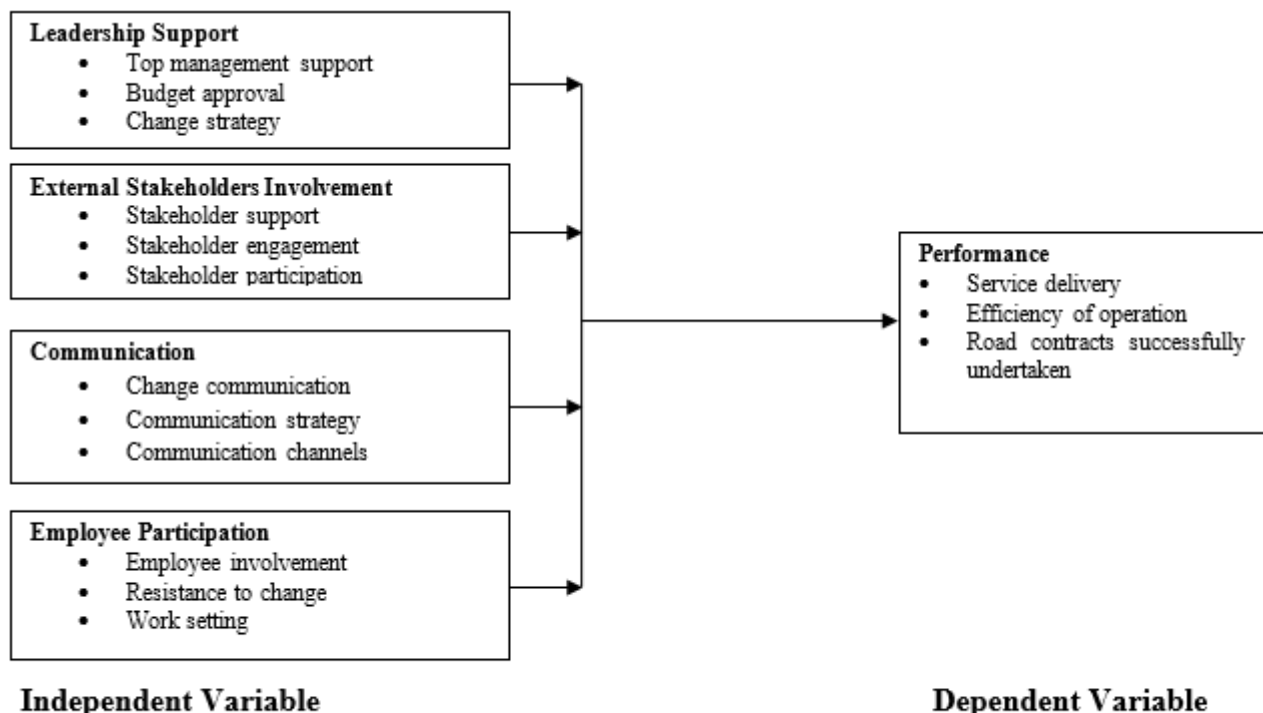


Figure 2.1: Conceptual Design Framework

- **2.4 Empirical Review**
- **2.4.1 Leadership Support**

Managers are one of the main factors that affect the success of organizations because they participate and work through the decision-making processes and have a significant influence during the organizational resource planning process (Weijter *et al.*, 2009). The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. The earlier in the project life cycle an organization's leaders engage in the change, the more useful they can be at building acceptance of the change by those who are affected by it. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Dorfman & House, 2014). Whether change comes easily or proves difficult to achieve depends in part on the atmosphere the organizational culture and climate that an organization's leaders create.

Conner (2008) noted that when boards are evaluating candidates for positions it is crucial that they assess the candidate's view about change. By implication, it is essential to understand change leadership style because it influences to a great extent the decisions a leader makes regarding the effort and resources applied to the human aspects of important change. Carmazzi (2007) argued that an effective leader should be able to develop strategy, create mission, motivate people to achieve objectives and build organizational culture. An effective leader must therefore be able to use organizational culture to inspire individuals and develop leaders at all levels. Strategic leadership must be comprised of individual visionaries and charismatic transformational leaders who are committed to creating an organizational culture that views continual change as a competitive strategy and necessary business activity. Continual change to optimize technological breakthroughs is required for an organization to systemically evolve until it has exhausted the improvement that can be drawn from what is known.

- **2.4.2 External Stakeholders Involvement**

Managerial leaders must develop support from political overseers and key external stakeholders. Organizational change depends on the degree of support from political overseers and other key external stakeholders. The impact of these actors on the outcome of change efforts stems in part from their ability to impose statutory changes and control the flow of vital resources to public organizations. Political overseers can influence the outcome of planned change by creating and conveying a vision that explains the need for change, as well as by selecting political appointees who are sympathetic to the change and have the knowledge and skills required for managing the transformation. As Golembiewski (2005) suggests, attaining support from governmental authorities and political actors involves serious challenges, given the constraints imposed by the political context in which public organizations operate. Public agencies often have multiple political masters pursuing different objectives, and politically appointed executives often have very weak relationships with career civil servants. Despite these challenges, public managers implementing change in their organizations must display skill in obtaining support from powerful external actors.

Support from other key external stakeholders feature prominently in successful change efforts Thompson and Fulla (2011) conclude that the interest group environment acted as an important determinant of agency adoption of reforms, with strong interest group opposition to an agency's. Conversely, Weissert and Goggin (2012) found that proceeding to implementation without garnering the support of interest groups can speed up the implementation process, albeit at the cost of dissatisfaction and criticism. An organization needs to engage its stakeholders, in order to implement changes effectively. To do that, stakeholders need to understand the reasons why the change is happening and its benefits. They also need to have an opportunity to express their views and contribute their own ideas about how it might be implemented. Even if the change is non-negotiable, cooperation and collaboration to achieve the change is more likely if stakeholders are involved and kept informed. Experience shows that approaching change in an open and consultative manner assists in more effective implementation. Accordingly, it is important that everyone in the organization and those interacting with the organization, both internal and external stakeholders, are kept informed and provided with messages and information that allow them to feel engaged, thus paving the way for involvement and adoption (Jabri *et al.*, 2008).

2.4.3 Communication

When implementing organizational change, it is important that there is a communication strategy in place as uncertainty can be more stressful than the practical aspects of the organizational change. Feeling uncertain about an impending change and what position it may leave employees in is characteristic of those going through change (Schweiger & Walsh,

2010). As such, providing employees with information about a change can help to reduce anxiety and uncertainty about expected outcomes. Miller, Johnson, and Grau (2014) found that when change announcements were communicated, those communications that were timely, useful, and addressed employees' concerns were more likely to help employees feel ready for change. Good communication allays employees' fears, transmit a message that fosters employee self-efficacy for being able to perform after the change is implemented, and educate employees about the change. Furthermore, communication not only facilitates understanding but also enhances the buy in of employees to the strategic need for change (Van Dam *et al.*, 2008).

Employees gauge reactions from each other to determine the meaning behind any change messages that are given. Miller *et al.*, (2014) found that those employees who were part of networks such as these received more information than others. Therefore, it is important to consider the impact that networks can have and the best ways to distribute information about a change. Although every organization and every change is different, it is argued that the adoption of a coordinated approach to the design and management of communication can help to avoid costly mistakes and increase the chances of success. It is prudent to keep in mind that even the best planned organizational communication strategy may be affected by the social nature of employees in an organization. Organizations are embedded in social networks, where other employees can have a great effect on how people understand and conceptualize change plans. There are social systems through which information about a change (rationale for change, impact on work processes) is exchanged and discussed (Armenakis, Harris & Mossholder, 2013).

• 2.4.4 Employee Participation

While change communication is seen as a good way to overcome resistance, providing opportunity for participation in a change has also been commended as a way to help reduce these negative attitudes toward transformations to the work setting. Communicating change might involve a variety of methods including training workshops, to team meetings, bulletins and problem solving sessions. At the same time the leader should identify dedicated followers who can inspire others and make the change process fast; these are the change agents (Boomer, 2007).

Sashkin (2014) posits that the need for participation in organizational change is based on the principle that it fulfils three basic human work needs: autonomy, meaningfulness, and decreased isolation. As well as this, employee participation in an organizational change is thought to make the realities of the organizational change clearer, while also benefiting the change managers by gaining more information regarding the perspectives and skills of the employees (Lines, 2014). Not only do employees feel involved and feel like their opinion matters, but change managers receive valuable information that can help them to make better decisions when it comes to implementing a change. In terms of how readiness and resistance to change can be impacted by employee participation, it is reasonable to assert that those employees who are part of the planning or implementation of a change are privy to information that is not accessed by those who do not participate; thus, they are more likely to understand the reasons and objectives for the change (Holt, Armenakis, Field & Harris, 2007).

2.5 Critique of Existing Literature

Kivasu (2012) did a study on strategic change management at Kenya Society for the Blind. The study applied case study research design where only one organization was involved. The study used both primary and secondary data. Collected data was analysed using content analysis and presented in prose format. The study found that Drivers of change at KSB included: changes in the top management; changes in the policy which gave out some responsibilities initially performed by KSB to other government institutions; and diminishing donor and government support which created budgetary deficits from time to time. KSB used several communication modes to pass the message of change across all stakeholders. The change management programme had several objectives to operate more effectively and efficiently to deliver on its Vision and Mission. The change management programme was reflected in employees' job descriptions and work plans. The signing of performance contracts at the Institution promoted the corporate plan. To deal with the challenges of change management process, KSB has circumvented various solutions to ensure that the change management programme is a success. KSB requested strategic partners to support the change programme which yielded some positive impacts as some like Sight Savers came in to financially support the change management programme.

Maundu (2015) did a study to evaluate the strategic change management practices at East African Breweries Limited (EABL) Kenya. The research design adopted for this study was case study as it enabled the investigator to undertake

broad and deeper understanding of the research problem. The unit of analysis in the research study was EABL, Kenya. In order to achieve the objectives of the study, both primary data collection methods and secondary data collection methods were used for triangulation purposes. The study findings of the research study revealed that the key driving forces necessitating strategic change at EABL, Kenya were arising from the external environment. The study established that EABL, Kenya adopted a top-down strategic change management approach. Thus, the study revealed that EABL, Kenya's senior managers were responsible for crafting strategic change vision and a strategic change project committee was responsible for change implementation. The results from the study established that the key success factors in strategic change management are: organization culture, leadership, organizational structure, organizational change and stakeholder engagement.

Runoh (2013) conducted a study on the relationship between strategic change and organizational performance of large printing firms in Nairobi Kenya. This study used a cross sectional survey which was descriptive in nature. Effective strategic change has become essential for the survival of printing firms in Nairobi Kenya. The study revealed that firms experienced success in strategic change. The study established that change in strategic decisions influence organizational performance. Strategic change influences achievement in organizational performance in the printing firms. The study found that for high performance in printing firms, management often initiate and lead, not just react and defend. They launch strategic change to secure sustainable competitive advantage and then use their market edge to achieve superior financial performance. Aggressive pursuit of a creative opportunistic strategy, propels a firm into a leadership position, paving way for its goods and services to become the industry standard.

2.6 Summary

Change management is fundamental to modern business organizations as a means of keeping up with evolving market demands and to stay competitive. However, implementing change is a double edged sword because it simultaneously generates expected performance gain and unexpected performance loss. To realize the performance benefits of change, an organization must detect and diagnose performance in change management implementation. The impact of strategic decision-making activities by management has been found to influence firm performance. Studies have shown that an increase in revenue turnover and profits especially when top management increased their involvement in successful strategic change management.

Further studies have shown that there is a positive relationship between participative top management and earnings per share of firms increase in firm customer base, asset quality, and quality of service, increase in production and increase in market share. It is argued that in taking appropriate measure at the rightful time where strategies seem to be failing in achieving set goal, energies channeled and abilities to explicitly enhance strategies that propel firm's performance positively.

High levels of performance in firms may result in change management, as change management in organization strategies allows for change of taking a different course of action to ensure achievement of organization goal. Firms which adopt change management exhibit superior long-term performance, both relative to their industry and in absolute terms. Firm response to changes in their external and internal environments should be undertaken in strategic approach. It is their choice as to what actions to take, if any. Those actions, or choices of inaction, continually have performance implications in the organization. Change management help organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization. Thus the assessment of change management becomes very crucial for firms seeking to improve their performance. This study sought to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority.

2.7 Research Gaps

The effect of an organizations change management practices has been discussed in detail both in the literature as well as from the empirical studies done on the subject area (Hamrick & Mason, 2014, Day & Lord, 2012). It is evident that the change processes in an organization or institutions operating environment is an inevitable stage in the day-to-day operating operations of an organization. Several studies have looked at the role that the top management team of a firm plays in the change process as well as the diverse nature of the top management team (Gero, 2015). It was found that a lack of team work, arrogant attitudes, and lack of leadership in middle management and the general fear of the unknown are some of the challenges affecting a successful implementation of a change process in an organization (Kochan *et al.*,

2013). An organization should take positively a change process because effective implementation of a change process in a firm act as a strategic tool and positively contributes to the goals, objectives and the portfolio of almost all its activities (Hamrick & Mason, 2014).

Empirical studies done locally include: Gachara (2014) study on managing strategic change at Sumac Microfinance Bank Limited; Wataka (2013) researched on managing strategic change at PACT Kenya; Guchu (2013) studied management of strategic change at Kenya Post Office Savings Bank; Muteti (2013) researched management of strategic change at the Telkom Kenya Limited. On the basis of these studies, none of them has linked change management practices to performance of public sector organizations in Kenya, which is the gap that this study seeks to fill by conducting study to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority.

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in the collection, measurement and analysis of data. Specifically, the following subsections were included; research design, target population, data collection instruments, data collection procedures and the data analysis.

3.2 Research Design

A research design was the plan for selecting the sources and types of information to be used to answer the research question. The study adopted a descriptive cross-sectional surveys. This research design is thus most appropriate since the objective of the study in establishing the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. Descriptive cross sectional in nature is a technique of gathering information by questioning those individuals who are the object of the research and belonging to a representative sample, through a standardized questioning procedure with the aim of studying relationships between variables at a particular time (Saunders *et al*, 2007).

3.3 Target Population

According to Ngechu (2004) target population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. For the purpose of this study the target population was stratified through top management level, middle level managers and low level management. The study population for this study was employee of Kenya National Highway Authority at their head office in Nairobi and 10 other regional offices. The study population composed of 486 members of staff in different managerial levels currently working at Kenya National Highways Authority.

Table 3.1: Population

Level	Frequency	Percentage
Top Management	35	7.2
Middle Level Management	169	34.8
Low Level Management	282	58.0
Total	486	100.0

Source: KeNHA HR, (2018)

3.4 Sampling Frame

A sampling frame is a comprehensive list of all sampling units, which a sample can be selected, (Kombo and Tromp 2006). Sampling frame was the list of 486 employees working in all departments and sections at Kenya National Highway Authority.

3.5 Sample and Sampling Technique

According to Deming (1990) stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population.

Sampling frame was the list of all 486 employees, from where the respondents were selected. The study used the Krejcie and Morgan (1970) formula to arrive at the sample size. The selection formula is as follows:

$$S = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Where:

S = Required Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

Hence sample size (S) for this study is as follows:

X = 1.96N = 486 P = 50% and d = 5%

$$n = \frac{1.96^2 * 486 * 0.5(1-0.5)}{0.05^2(486-1) + 1.96^2 * 0.5(1-0.5)}$$

Therefore, using Krejcie and Morgan (1970) formula, the sample size was 215 out of 486 employees, which represented 44% of the target respondents. The study used stratified random sampling random sampling in selection of 215 respondents; Random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used (Cooper & Schindler, 2003).

Table 3.2: Sample Size

Level	Frequency	Sample Reference	Sample Size
Top Management	35	44%	15
Middle Level Management	169	44%	75
Low Level Management	282	44%	125
Total	486	44%	215

3.6 Data Collection Instruments

The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results (Ngechu, 2004). This is because each tool and instrument collects specific data. Donald (2006) notes that there are two major sources of data, used by respondents, primary and secondary data. Primary data is information gathered directly from respondents. The research used questionnaires. The questionnaire was used to collect mainly quantitative data. However, some qualitative data was collected from the open ended questions. Secondary data involved the collection and analysis of published material and information from other sources such as annual reports and published data.

3.7 Data Collection Procedure

The research administered a questionnaire to each member of the target population. The questionnaire was designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected. econdary data was collected to generate additional information for the study from the documented data or available reports. Secondary data is for evaluating historical or contemporary confidential or public records, reports, government documents and opinions (Cooper and Schindler, 2003)..

3.8 Pilot Test Study

The research carried out a pilot study, to pretest and validate the questionnaire and the interview guide. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected. This was in line with a qualitative research design methodology employed in this research.

3.9 Data Analysis

Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version, 21) and presented through percentages, means, standard deviations and frequencies.

Multiple regression, was done to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. The regression equation was:

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

Where:

Y is the dependent variable (Performance),

β_0 , is the regression constant,

β_1 , β_2 , β_3 and β_4 are the coefficients of independent variables,

X_1 is leadership support,

X_2 is external stakeholders' involvement,

X_3 is communication and

X_4 is employee participation.

Quantitative data was presented through statistical tools such as frequency distribution tables. The study interpreted the research findings from the evidence presented by the data collected. Conclusions were based on the findings. Finally, guided by the objectives of the study, the study made recommendations.

4. DISCUSSIONS OF FINDINGS

4.1 Introduction

This chapter discusses the data analysis, interpretation, presentation and discussion of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The study targeted 215 members of staff in different managerial levels currently working at Kenya National Highways Authority. 181 questionnaires were filled and returned forming a response rate of 84.2%. A response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent (Mugenda & Mugenda (2008). Hence our response rate of 181 out of 215 was excellent.

Table 4.1: Response rate

Response	Frequency	Percent
Returned	181	84.2
Unreturned	34	15.8
Total	215	100.0

4.3 Reliability Analysis of the research instrument

Reliability analysis was done to determine the reliability of the questionnaire. The study used the Cronbach's Alpha. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming a benchmark for the study. The Cronbach's alpha was used to determine the reliability of each objective.

The findings as shown in Table 4.2 indicate that leadership support, has an alpha of 0.851, external stakeholder involvement has an alpha of 0.873, communication has an alpha of 0.865, employee participation has an alpha of 0.852 and performance an alpha of 0.874.

Table 4.2: Reliability analysis

Scale	Cronbach's Alpha	Number of Items
Leadership Support	0.851	6
Stakeholder Involvement	0.873	4
Communication	0.865	6
Employee Participation	0.852	5
Performance	0.874	5

The results on reliability indicate that the Cronbach reliability alpha of all the questions was greater than 0.7 and hence there is no need to change the measures and indicators in the questions; they are all reliable.

4.4 General Information of the Respondents

The study sought to determine the demographic information of state corporations in Kenya.

4.4.1 Gender of the Respondents

From the findings, 66% of the respondents were male while 34% were female. This is an indication that majority of the staff members at Kenya National Highways Authority are male as indicated 66% of the respondents. This is an indication that both males and females were included in the study though not in equal proportion. This is indication that the study finding did not suffer from gender biases. Theobald (2009) underscore the importance gender analysis in social research as it help in eliminating gender biasness in the research findings.

4.4.2 Length of the Time Working in the Organization

From the findings, 32.1% of the respondents indicated that they had worked in the organization for 8-11 years, 24.7% had worked for 12 years and above, 22.8% had worked for 3 years and below and 20.5% had worked for 4-7 years. This is an indication that majority of the respondents had worked in the organization for long periods of time to provide the relevant information for this study. Respondent who have stayed in the organization for a longer period of time are more likely to give credible information to the study in relation to study objectives. Kothari (2010), states that the respondent's length of time in an organization is of importance as it helps in validating the respondent view in regard to the organization.

4.4.3 Respondents Position in the Organization

Respondents were asked to indicate their position in the Organization. From the findings, 61% of the respondents indicated that their position in the organization was low level management, 33% were middle level management and 6% were top management. This is an indication that the study used respondents holding different positions in the organization. Respondent's position in the organization is important as it clearly shows whether the findings on the study were from all cadres of staff within the organization. Yin (2010) states that respondent position in the organization is critical to research as it help in enhancing the validity of the information they provide.

4.5 Descriptive Statistics

4.5.1 Leadership Support

Respondents were asked to indicate their opinion on statements on the influence of leadership support on the performance of Kenya National Highways Authority. The results were as shown in Table 4.3 below.

Table 4.3: Leadership Support on the Performance of KeNHA

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
KeNHA leaders are visionaries, champions and role models for change	11	10	11	40	109	4.2486	1.1733
Leaders in KeNHA are able to develop strategy, create mission, motivate people to achieve objectives	3	8	15	56	99	4.3260	.9243

KeNHA leadership empowers employees to make the vision happen despite obstacles	6	12	12	49	102	4.2652	1.0627
Leaders at KeNHA aim for quick wins that show progress is being made and that change is possible in the future	9	0	12	65	95	4.3094	.9738
KeNHA leadership has built organizational culture change	14	9	9	43	106	4.2044	1.2235
KeNHA has line leadership that goes beyond the support of top management to ensure successful strategic change management	10	8	8	61	94	4.2210	1.0933

From the findings, the respondents agreed that KeNHA leadership has built organizational culture change as shown by a mean of 4.2044, leaders at KeNHA aim for quick wins that show progress is being made and that change is possible in the future as shown by a mean of 4.3094, KeNHA has line leadership that goes beyond the support of top management to ensure successful strategic change management as shown by a mean of 4.2210, KeNHA leaders are visionaries, champions and role models for change as shown by a mean of 4.2486, leaders in KeNHA are able to develop strategy, create mission, motivate people to achieve objectives as shown by a mean of 4.3260 and KeNHA leadership empowers employees to make the vision happen despite obstacles as shown by a mean of 4.2652. The findings are in agreement with Dorfman and House (2014) who indicated that change starts at the top and an organization's leaders must be the visionaries, champions and role models for change.

4.5.1 External Stakeholder Involvement

Respondents were asked to indicate their level of agreement on statements regarding whether external stakeholder involvement influences the performance of Kenya National Highways Authority. The results were as shown in Table 4.4.

Table 4.4: External Stakeholder Involvement on the Performance of KeNHA

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
KeNHA has involved the parent ministry in its change management	12	11	12	48	98	4.1547	1.1965
External Stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented	13	13	5	48	102	4.1768	1.2255
External Stakeholders are kept informed and provided with messages and information that allow them to feel engaged	10	12	13	47	99	4.1768	1.1651
KeNHA undertakes strategic change management through open and consultative manner which assists in effective implementation	8	10	8	48	107	4.3039	1.0809

From the findings, the respondents agreed that KeNHA undertakes strategic change management through open and consultative manner which assists in effective implementation as shown by a mean of 4.3039, KeNHA has involved the parent ministry in its change management as shown by a mean 4.1547, External Stakeholders are kept informed and provided with messages and information that allow them to feel engaged as shown by a mean 4.1768 and stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented as shown by a mean 4.1768. The findings are in agreement with Jabri *et al.*, (2008) who indicated that it is important that everyone in the organization and those interacting with the organization, both internal and external stakeholders, are kept informed and provided with messages and information that allow them to feel engaged, thus paving the way for involvement and adoption.

4.5.3 Communication

Respondents were asked to indicate their level of agreement on statements of whether communication influences the performance of Kenya National Highways Authority. The results were as shown in Table 4.5.

Table 4. 5: Communication on Performance of KeNHA

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
There is effective communication on change management at KeNHA	10	12	13	61	85	4.0994	1.1407
Employees are provided with information about change management in order to reduce anxiety and uncertainty	8	10	8	63	92	4.2210	1.0624
Communication at KeNHA enhances employees buy in to strategic change management	13	11	13	58	86	4.0663	1.2000
At KeNHA we ensure that appropriate change communication strategy is matched to the type of change	12	12	4	70	83	4.1050	1.1571
At KeNHA there is a coordinated approach to the design and management of communication	6	12	11	56	96	4.2376	1.0509
At KeNHA we consider the impact that networks can have and the best ways to distribute information about strategic change management	13	11	6	62	89	4.1215	1.1863

From the findings, the respondents agreed that employees are provided with information about change management in order to reduce anxiety and uncertainty as shown by a mean of 4.2210, at KeNHA there is a coordinated approach to the design and management of communication as shown by a mean of 4.2376, at KeNHA the impact that networks can have and the best ways to distribute information about strategic change management are considered as shown by a mean of 4.1215, at KeNHA the appropriate change communication strategy is matched to the type of change as shown by a mean of 4.1050, there is effective communication on change management at KeNHA as shown by a mean of 4.0994 and communication at KeNHA enhances employees buy in to strategic change management as shown by a mean of 4.0663. The findings of the study are in agreement with the findings of Van Dam *et al.*, (2008) that good communication allays employees' fears, transmit a message that fosters employee self-efficacy for being able to perform after the change is implemented, and educate employees about the change. Furthermore, communication not only facilitates understanding but also enhances the buy in of employees to the strategic need for change.

4.5.4 Employee Participation

Respondents were asked to indicate their level of agreement on statements of whether employee participation influences the performance of Kenya National Highways Authority. The results were as shown in Table 4.6.

Table 4.6: Employee Participation on Performance of KeNHA

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
Employees at KeNHA are involved in strategic change management	8	7	6	68	92	4.2652	1.0145
Employee participation in change management make the realities of the organizational change clearer	13	9	17	67	75	4.0055	1.1667
Employee participation in change management enable managers receive valuable information in decision making and implementation	10	8	18	57	88	4.1326	1.1176

Participation helps to facilitate a sense of ownership of the change process leading to less resistance	11	11	20	50	89	4.0773	1.1807
Employee participation in change management help facilitate change and self-efficacy	10	8	16	65	82	4.1105	1.1000

From the findings, the respondents agreed that employees at KeNHA are involved in strategic change management as shown by a mean of 4.2652, employee participation in change management enable managers receive valuable information in decision making and implementation as shown by a mean of 4.0055, employee participation in change management help facilitate change and self-efficacy as shown by a mean of 4.1326, participation helps to facilitate a sense of ownership of the change process leading to less resistance as shown by a mean of 4.0773 and employee participation in change management make the realities of the organizational change clearer as shown by a mean of 4.1105. The findings concur with Lines (2014) who established that employee participation in an organizational change is thought to make the realities of the organizational change clearer, while also benefiting the change managers by gaining more information regarding the perspectives and skills of the employees.

4.5.5 Performance of KeNHA

Respondents were asked to indicate their level of agreement on statements accessing the performance of Kenya National Highways Authority. The results were as shown in Table 4.7.

Table 4.7: Performance of Kenya National Highways Authority

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
KeNHA has experienced an increase in employees over the last 5 years	7	10	25	41	98	4.1768	1.1064
KeNHA has experienced an increase in service delivery over the last 5 years	5	8	21	60	87	4.1934	.9951
KeNHA has successfully executed more road contracts over the last 5 years	6	7	19	57	92	4.2265	1.0103
In KeNHA motivated employees are important for better performance	6	12	11	56	96	4.2376	1.0509
In KeNHA strategic plan is important in directing the overall performance	13	11	6	50	100	4.1878	1.2056

From the findings, the respondents agreed that KeNHA has successfully executed more road contracts over the last 5 years as shown by a mean of 4.2265, in KeNHA motivated employees are important for better performance as shown by a mean of 4.2376, KeNHA has experienced an increase in service delivery over the last 5 years as shown by a mean of 4.1934, KeNHA has experienced an increase in employees over the last 5 years as shown by a mean of 4.1768 and in KeNHA strategic plan is important in directing the overall performance as shown by a mean of 4.1878.

4.6 Inferential Statistics

4.6.1 Correlation Analysis

The correlation analysis was used to analyze the association between independent and dependent variables. The study used the Pearson Moment Correlation analysis to determine the association between leadership support, external stakeholder involvement, communication and employee participation with performance of Kenya National Highways Authority. The results were as shown in Table 4.8.

Table 4.8: Correlations

Correlations

		Performance	Leadership Support	External Stakeholder Involvement	Communication	Employee Participation
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	181				
Leadership Support	Pearson Correlation	.989**	1			
	Sig. (2-tailed)	.000				
	N	181	181			
External Stakeholder Involvement	Pearson Correlation	.987**	.994**	1		
	Sig. (2-tailed)	.000	.000			
	N	181	181	181		
Communication	Pearson Correlation	.988**	.983**	.982**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	181	181	181	181	
Employee Participation	Pearson Correlation	.981**	.971**	.968**	.988**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	181	181	181	181	181

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

The results revealed that there was a strong positive correlation between leadership support and performance of Kenya National Highways Authority as shown by $r = 0.989$, statistically significant $p = 0.000 < 0.05$; there was a positive correlation between external stakeholder involvement and performance of Kenya National Highways Authority as shown by $r = 0.987$, statistically significant $p\text{-value} = 0.000 < 0.05$; there was a positive correlation between communication and performance of Kenya National Highways Authority as shown by $r = 0.988$, statistically significant $p\text{-value} = 0.000 < 0.05$; there was a positive correlation between employee participation and performance of Kenya National Highways Authority as shown by $r = 0.981$, statistically significant $p\text{-value} = 0.000 < 0.05$. This implies that leadership support, stakeholder involvement, communication and employee participation with performance of Kenya National Highways Authority are related.

4.6.2 Multiple Regression Analysis

4.6.2.1 Model Summary

Model summary is used to analyze the variation of dependent variable due to the changes of independent variables. The study analyzed the variations of performance of Kenya National Highways Authority due to the changes of leadership support, external stakeholder involvement and communication and employee participation.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.987	.987	.11952

Adjusted R squared was 0.987 implying that there was 98.7% variation of performance of Kenya National Highways Authority due to the changes of leadership support, external stakeholder involvement, communication and employee participation. The remaining 1.3% imply that there are other factors that influence performance of Kenya National Highways Authority which were not discussed in the study. R is the correlation coefficient, which shows the relationship

between the study variables. From the findings, the study found out that there was a strong positive relationship between the study variables as shown by 0.994; this is an indication that there is strong positive relationship between change management practices and performance of Kenya National Highway Authority

4.6.2.2 Analysis of Variance

The analysis of variance ANOVA is used to determine whether the data used in the study is significant.

Table 4.10: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	197.482	4	49.371	3456.248	.000 ^b
Residual	2.514	176	.014		
Total	199.996	180			

From the ANOVA statistics, the processed data (population parameters) had a significance level of 0.000. This shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. The F calculated was greater than F critical (3456.248 > 2.423). This shows leadership support, external stakeholder involvement, communication and employee participation significantly influence performance of Kenya National Highways Authority.

4.6.2.3 Coefficients

The regression equation was

$$Y = 0.137 + 0.385 X_1 + 0.161 X_2 + 0.207 X_3 + 0.216 X_4 + \varepsilon$$

The equation above reveals that holding leadership support, external stakeholder involvement, communication and employee participation to constant zero, performance of Kenya National Highways Authority will be 0.137, as shown in Table 4.11.

Table 4.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.137	.050		2.747	.007
Leadership support	.385	.081	.383	4.745	.000
1 External stakeholder involvement	.161	.071	.177	2.274	.024
Communication	.207	.071	.219	2.919	.004
Employee participation	.216	.054	.222	3.974	.000

Leadership support is statistically insignificant to performance of Kenya National Highways Authority as shown by ($\beta = 0.385$, p-value = 0.000). This implies that leadership support had positive relationship with performance of Kenya National Highways Authority. Therefore, a unit increase in leadership support will result to increase in performance of Kenya National Highways Authority.

External stakeholder involvement is statistically significant to performance of Kenya National Highways Authority as shown by ($\beta = 0.161$, p-value = 0.024). This implies that stakeholder involvement had significant positive relationship with performance of Kenya National Highways Authority. Therefore, a unit increase in stakeholder involvement will result to increase in performance of Kenya National Highways Authority.

Communication is statistically significant to performance of Kenya National Highways Authority as shown by ($\beta = 0.207$, p-value = 0.004). This implies that communication had significant positive relationship with performance of Kenya National Highways Authority. Therefore, a unit increase in communication will result to increase in performance of Kenya National Highways Authority.

Employee participation is statistically significant to performance of Kenya National Highways Authority as shown by ($\beta = 0.216$, p-value = 0.000). This implies that employee participation had significant positive relationship with performance of Kenya National Highways Authority. Therefore, a unit increase in employee participation will result to increase in performance of Kenya National Highways Authority.

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter shows the summary of major findings, draw conclusions from the findings and provide recommendations for the study. The study objective was to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority.

5.2 Summary of Findings

5.2.1 Leadership Support

The study found out that KeNHA has line leadership that goes beyond the support of top management to ensure successful strategic change management, KeNHA leadership has built organizational culture change, leaders at KeNHA aim for quick wins that show progress is being made and that change is possible in the future, KeNHA leaders are visionaries, champions and role models for change, leaders in KeNHA are able to develop strategy, create mission, motivate people to achieve objectives and KeNHA leadership empowers employees to make the vision happen despite obstacles.

5.2.2 External Stakeholder Involvement

The study found that KeNHA undertakes strategic change management through open and consultative manner which assists in effective implementation, KeNHA has involved the parent ministry in its change management, external stakeholders are kept informed and provided with messages and information that allow them to feel engaged and stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented. Jabri *et al.*, (2008) indicated that it is important that everyone in the organization and those interacting with the organization, both internal and external stakeholders, are kept informed and provided with messages and information that allow them to feel engaged, thus paving the way for involvement and adoption.

5.2.3 Communication

The study established that at KeNHA there is a coordinated approach to the design and management of communication, at KeNHA the impact that networks can have and the best ways to distribute information about strategic change management is considered, at KeNHA they ensure that appropriate change communication strategy is matched to the type of change, there is effective communication on change management at KeNHA, employees are provided with information about change management in order to reduce anxiety and uncertainty and communication at KeNHA enhances employees buy in to strategic change management.

5.2.4 Employee Participation

The study found that employees at KeNHA are involved in strategic change management, employee participation in change management enable managers receive valuable information in decision making and implementation, employee participation in change management help facilitate change and self-efficacy, participation helps to facilitate a sense of ownership of the change process leading to less resistance and employee participation in change management make the realities of the organizational change clearer.

5.3 Conclusion

The study found out that leadership support is statistically significant to performance of Kenya National Highways Authority. The study also found that leadership support had significant positive relationship with performance of Kenya National Highways Authority, implying that a unit increase in leadership support will result to increase in performance of Kenya National Highways Authority. The study therefore concludes that leadership support positively influences performance of Kenya National Highways Authority.

The study revealed that external stakeholder involvement is statistically significant to performance of Kenya National Highways Authority. The study also found that external stakeholder involvement had significant positive relationship with performance of Kenya National Highways Authority, implying that a unit increase in external stakeholder involvement will result to increase in performance of Kenya National Highways Authority. The study therefore concludes that external stakeholder involvement positively influence the performance of Kenya National Highways Authority.

The study established that communication is statistically significant to performance of Kenya National Highways Authority. The study also established that communication had significant positive relationship with performance of Kenya National Highways Authority, suggesting that a unit increase in communication will result to increase in performance of Kenya National Highways Authority. The study therefore concludes that communication positively influence the performance of Kenya National Highways Authority.

The study found that employee participation is statistically significant to performance of Kenya National Highways Authority. The study also established that employee participation had significant positive relationship with performance of Kenya National Highways Authority, implying, a unit increase in employee participation will result to increase in performance of Kenya National Highways Authority. The study thus concludes that employee participation positively influence the performance of Kenya National Highways Authority.

5.4 Recommendations

Concerning leadership support, the study concluded that leadership support positively influences performance of Kenya National Highways Authority. The study also found that managers are one of the main factors that affect the success of organizations because they participate and work through the decision-making processes and have a significant influence during the organizational resource planning process. The study therefore recommends that KeNHA should ensure that their leaders are competent to ensure that they are able to develop strategy, create mission and motivate its employees to achieve the objectives of the company and build organizational culture, this will ensure that the performance of the company is improved.

The study concluded that external stakeholder involvement positively influence the performance of Kenya National Highways Authority. The study also established that change in an organization depends on the degree of support from political overseers and other key external stakeholders. The study therefore recommends that KeNHA should ensure that they involve all the stakeholders, both internal and external, in their activities; this will ensure that they implement changes effectively thus improving the performance of the organization.

The study concluded that communication positively influence the performance of Kenya National Highways Authority. The study therefore recommends that KeNHA should ensure that there is efficient and sufficient communication within the organization; this will reduce anxiety and uncertainty of its employees about expected outcomes and it will make the employees feel ready for change.

Concerning employee participation, the study concluded that employee participation positively influence the performance of Kenya National Highways Authority. Providing opportunity for participation in a change is commended as a way to help reduce these negative attitudes toward transformations to the work setting. The study therefore recommends that KeNHA should ensure that they involve their employees in decision making and planning; this will make the realities of the organizational change clearer, while also benefiting the change managers by gaining more information regarding the perspectives and skills of the employees. Involving employees also helps in facilitating change self-efficacy.

5.5 Suggestions for Further Studies

The study sought to establish the influence of change management practices on performance of public sector organizations in Kenya, with special focus on Kenya National Highways Authority. The study therefore recommends replication of the study in other public sectors in the country. The study recommends that a study should be done on the challenges facing adoption of change management practices in public sector organizations in Kenya. The study also recommends that a study should be done on the influence of change management practices on service delivery in public sector organizations in Kenya

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