



CHALLENGES HINDERING EFFECTIVE STRATEGIC CHANGE MANAGEMENT IN COUNTIES IN KENYA: A CASE OF NAIROBI COUNTY

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ABSTRACT

Nairobi County has experienced episodes of political instability which have had adverse effect on the economic performance. Such failures include corruption, economic stagnation, inequalities and poverty. These failures and episodic instability can be linked to the quality of governance and change can create instability with disharmony and surprise. The organization's culture can create solidarity and meaning and can inspire commitment and productivity. But the culture can actively and forcefully work against an organization when change becomes necessary. If not properly managed, change can decrease morale, motivation and commitment and create conditions of conflict within an organization. This study sought to establish the challenges hindering effective strategic change management in Kenya. The specific objectives of the study were to examine how implementation strategy, resource allocation, leadership and governance and organization culture affect effective change management. The study adopted a descriptive survey and the target population was 700 employees of Nairobi county government drawn for different departments. The sample size for the study was 70 respondents. A stratified sampling technique was carried out by involving all the targeted respondents and primary data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted for the data collection instrument. The data was analyzed with help of SPSS version 21 and Excel. The study adopted correlation and regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables under study. The analysis showed that leadership and governance had the strongest positive (Pearson correlation coefficient =.777) influence on effective strategic change management. In addition, resources allocation and implementation strategy and implementation strategy are positively correlated whereas organization culture had a negative association to effective strategic change management with Pearson correlation coefficient of .608, .667 and (-.643) with p-values of .029, .048, .013 and .041 respectively. The study established that leadership and governance was the most significant factor. The study recommends for similar studies to be undertaken in other counties in Kenya for generalization of the findings of this study.

Key Words: Strategic Change Management, Counties

INTRODUCTION

This chapter aims at providing sufficient information for better understanding of the study. It examines the global context and then narrows down to the issues that the study will address. The chapter provides the background information, statement of the problem, research objectives and research questions that underpin the study, significance, scope and limitations of the study.

Background of the Study

In a world of new technologies, transforming economies, shifting demographics, reforming governments, fluctuating consumer preferences and dynamic competition it is not a question of whether organizations should change but of where, how and in what direction they must change. Like living things, organizations change is given. Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit & Meyer 2010). Kalshoven (2011) says we live in a constantly changing world as are the organizations within which we work in. Our society is always faced by both unprecedented and planned changes in the environment it occupies. Change is something that forces one out of his comfort zone. Change is either for better or for worse depending on the angle the perceiver views it from. Just like living things organizations experience change as they go through their existence. This can happen as a result of a number of reasons but in the end organizations change how they are structured to better meet their goals and growth.

Strategic change management is the modification or transformation of organizations in order to maintain or improve their effectiveness. This is a deliberate, conscious use of strategies to match the prevailing circumstances and preferences in order to achieve and succeed in attaining the objectives of the organization Mitchell, McKenna & Young, (2007). Change management is the process of continually renewing an organization's direction, structure, and capabilities to serve the everchanging needs of external and internal customers'. Transitional change management is the process of managing a person or an organization through change in order to minimise resistance to change while accelerating adoption to change as outlined by practitioners such as Hiatt (2006) and Willocks (2011).

Change can range from an overall organizational level change impacting all the employees in an organization to a process change impacting only on a select group or even an individual. In either case it needs to be appropriately managed. Johnson (2002) emphasize that in managing change one needs to know the key elements to change which include: what is changing, why the change is taking place, who change impacts and how to monitor the changes throughout the process. These elements will help a researcher to identify the training and communication needs and eventually track all the change implementation stages. De Wit, B., & Meyer, R. (2010). notes that a well-managed change ensures that there is an identified Executive Sponsor for the change, leaders understand the shifting roles of sponsors, Implementers Agents and advocates during change and change teams are set up as needed .it also guarantees that change has been effectively established and communicated to everyone and the details of the implementation are generally understood as they

emerge and are modified to fit changing circumstances.

Global Perspective of Strategic Change Management

Countries across the world have reacted differently in managing change, Weill & Woodham (2002). Some have been fairly successful while others have failed especially during devolution transition process. In Kenya, for instance, the promulgation of the 2010 new constitution has brought new challenges to the governance of the Municipal Councils. Devolution is generally defined as a process of political, administrative and fiscal management powers between central government and lower levels of government primarily operating at city and region levels, Sulloivan (2011) It is not just a linear process of power transfer from national to sub national level but it also involves some degree of cooperation between the different levels of government.

Gayle & White(2011) asserts that devolution is one way through which people's right to participation in governance is attainable. It also refers to the transfer of public authority and resources including personnel from national to sub national jurisdiction. Scholars have advanced political and economic rationale in support of devolution. According to the Kenyan constitution (2010) devolution enhances democracy by bringing government closer to citizens. It also establishes different tiers of government and ensures minorities are given a stake in the system and this helps in conflict management. The key economic rationale for devolution is well articulated by Potter (2005) who argues that devolution may improve governance in the public service provision

by improving the efficiency of resource allocation. Previously, Kenya was identified with a highly centralized government which it inherited at independence from the colonial administration which established to facilitate direct rule and govern alongside the civil service, Gill (2002).

The new constitution of Kenya at article 1(3) and (4) establishes two levels of government; the national and county levels of government .But there may be those who may look at section 18 of the sixth schedule and argue that it creates a third level of government. The section seeks to continue the existence of Local authorities subject to any law that might be enacted .This argument may not be sustainable for a number of reasons. From a functional point of view the constitution at article 186 confers functions to only two levels of government, the national and count levels. From resource allocation point of view the constitution allocates resources to only two levels of government. The conclusion would then be that section 18 is a transition clause that continues the Local Authorities until when the county government shall have been elected.

Statement of the Problem

Potter (2001) emphasize that in managing change one needs to know the key elements to change which include: what is changing, why the change is taking place, who change impacts and how to monitor the changes throughout the process. These elements will help a researcher to identify the training and communication needs and eventually track all the change implementation stages Nairobi County has experienced episodes of political instability which have had adverse effect on the economic performance. Such failures

include corruption, economic stagnation, inequalities and poverty. These failures and episodic instability can be linked to the quality of governance (Kimenyi et al 2006). Armstrong (1995) is of the view that change can create instability with disharmony and surprise. The organization's culture can create solidarity and meaning and can inspire commitment and productivity. But the culture can actively and forcefully work against an organization when change becomes necessary. If not properly managed, change can decrease morale, motivation and commitment and create conditions of conflict within an organization.

Meagher & Kimenyi (2004) Hankla (2009) Camp & Frey (2008) carried out studies on strategic response by organization in Kenya to changing environment and their impact however, none of these studies focused on Nairobi County during the devolution process. Nairobi County since strategic management is context dependent. Strategies applicable in one environment may not apply in a different environment as environmental forces may differ hence a knowledge gap exists. In an effort to establish the challenges, this research examined the area of challenges in change management using a specific case study. The goal was to find out the challenges unique to the Nairobi County during the transition from central to devolved government.

Objectives of the Study

General Objectives

The purpose of the study was to establish the challenges hindering effective strategic change management in counties in Kenya.

Specific Objectives

The specific objectives of the study were to:

- I. Establish the influence of implementation strategy on effective strategic change management in counties in Kenya.
- II. Determine the influence of resources allocation on effective strategic change management in counties in Kenya.
- III. Examine the influence of leadership on effective strategic change management in counties in Kenya.
- IV. Explore the influence of organizational culture on effective strategic change management in counties in Kenya.

Research Questions:

The study was guided by the following research questions:

- I. What is the influence of implementation strategy on effective strategic change management in counties in Kenya?
- II. To what extent does resources allocation influence effective strategic change management in counties in Kenya?
- III. How does leadership influence effective strategic change management in counties in Kenya?
- IV. Does organizational culture influence effective strategic change management in counties in Kenya?

Justification of Study

A review of empirical literature reveals that studies on public sector finance concentrate on the challenges such as comprehensiveness of the

budget; policy based budgeting, execution of the budget, electronic service delivery, independent audit and oversight, legal and institutional framework. Very limited literature exists on challenges hindering effective strategic change management in Kenya. This lack of information motivated the study, with specific interest on implementation strategy, resources allocation, leadership and governance and organizational culture.

Significance of the Study

The study would contribute to prevailing literature on strategic change in Kenya and the rest of the world. The study would enumerate different aspects of strategic change management with particular emphasis on the impact of resistance on the final outcomes of change. This study would explain the integral role strategic change management process. It is hoped that the findings of the study would make valuable additions to the existing literature and stimulate further interest in counties on effective strategic management process. Additionally, the study might also help both the county and national governments in Kenya to improve their management systems and also identify strategic areas to enhance change management processes. Finally, it would be valuable to researchers and scholars, as it forms a basis for further research and as reference material for future studies.

Scope of the Study

The study covered the challenges hindering effective strategic change management in counties . The survey mainly targeted employees of Nairobi County drawn from different department in the head office. The study limited itself to the study variables which included

implementation strategy, resources allocation, leadership and governance and organizational culture.

Limitations of the Study

A number of respondents in the county are not permanently located at a particular place where they can be found all the time. Many are also busy may not have ample time to respond to questionnaires or take part in physical interviews. However, the researcher administered questionnaires for those who are highly mobile at their own convenient time. The study cultivated a positive study relationship with prospective respondents after past experiences showed that many respondents were willing to go the extra mile to be part of a study if they know it will positively impact on their lives. Thus, the significance of the study was objectively articulated to the prospective respondents during the piloting face and the actual study.

The study also assured respondents of strict adherence to ethical standards throughout the research. Respondents were assured of strict confidentiality where any information obtained from them was used solely for the purpose of the present study and no any other use whatsoever. The study also sought and obtained informed consent from management in Nairobi County before data collection.

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature on challenges hindering effective strategic change management. The chapter develops theoretical review, conceptual framework, empirical review

that was used by the study in regard to each variable in the study. The review identifies research gaps and areas that have been recommended for further research.

Theoretical Framework

This section examines relevant theories to the study variables. According to Kombo and Tromp (2009), a theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of prepositions derived from and supported by data or evidence and it accounts for or explains phenomena and attempts to clarify why things are the way they are based on theories. A theory is defined as a reasoned statement which is supported by evidence, meant to explain phenomena (Kombo & Tromp, 2009). It is a systematic explanation of the relationship among phenomena. Mugenda (2008) defines a theory as a framework of explaining phenomena by stating constructs and the laws that inter-relate these constructs to each other.

Kurt Lewin's Three Step Planned Change Model

Vakola and Nikolaou (2004) said this theory is often cited as the key contribution of Kurt Lewin in the world of management psychology and organizational change. To begin any successful change process motivation for change must be generated before change can occur. Lewin came up with three crucial steps in the process of organizational change management the first step being the unfreezing step where Lewin believed that the stability of the human behavior was based on quasi stationary equilibrium supported by a complex field of driving and restraining forces. He argued that the equilibrium needs to be destabilized (unfrozen) before the old behavior

can be discarded (unlearned) and a new behavior successfully adopted. The key to unfreezing is to recognize that change whether at individual or group level was profound psychological dynamic process. Practical steps to unfreeze include determining what needs to change, ensuring strong support from management; create the need for change and managing and understanding the doubts and concerns (Martin 2005).

In the second step which is moving or changing Lewin noted that unfreezing is not an end in itself, it creates motivation to learn but does not necessarily control or predict the direction, Lewin was aware that change is not an event, but rather a process. He called that process a transition. Transition like reforms in the police department is the inner movement or journey we make in reaction to a change. This second stage occurs as we make the changes that are needed. People are 'unfrozen' and moving towards a new way of being. This stage is often the hardest as people are unsure or even fearful. Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading. Key practical actions that can be employed by the management include communicating often, dispelling rumours, empower action, involve people in the process (Luthans 2008).

According to Burke et al (2009), the final of the three crucial steps is the re-freezing step. As the name suggests this stage is about establishing

stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time. In today's world of change the next new change could happen in weeks or less. There is just no time to settle into comfortable routines. This rigidity of freezing does not fit with modern thinking about change being a continuous, sometimes chaotic process in which great flexibility is demanded. Key practical actions that a management can employ here include anchoring changes into the organizational culture, developing ways to sustain the change and providing training and development, and celebrate success.

Kotter's 8 step Model

Kotter (1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. The first step is to Create Urgency for change to happen, it helps if the whole organisation really wants it. This may help the leader spark the initial motivation to get things moving. Kotter suggests that for change to be successful, 75 percent of an organisation's management needs to "buy into" the change. In other words, you have to work really hard on Step 1, and spend significant time and energy building urgency, before moving onto the next steps. The second step is to form a powerful coalition, the management needs to convince people that change is necessary. This often takes strong

leadership and visible support from key 9 people within the organization.

Managing change isn't just enough one has to lead it. Effective change leaders can be found throughout the organization they don't necessarily follow the traditional organizational hierarchy. To lead change, one need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, the change coalition needs to work as a team, continuing to build urgency and momentum around the need for change. The third step is to create a vision for change. Link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are asked to do something. When people see for themselves what is to be achieved, then the directives they're given tend to make more sense.

The fourth step is to communicate the Vision. What the leader does with the vision after creating it will determine the success. The message will probably have strong competition from other day-to-day communications within the organization, so one needs to communicate it frequently and powerfully, and embed it within everything done. Use the vision daily to make decisions and solve problems. When one keeps it fresh on everyone's minds, they'll remember it and respond to it. It's also important to "walk the talk." What you do is far more important and believable than what you say. Demonstrate the kind of behavior that you want from others.

The fifth step is to remove obstacles. Change is not always a smooth process so the leader should expect and anticipate resistance at some point

.Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. Step six asks managers to Create Short-term Wins. Nothing motivates more than success. Give the organisation a taste of victory early in the change process.

Within a short time frame you'll want to have results that the staff can see. Without this, critics and negative thinkers might hurt the progress. Create short-term targets not just one long-term goal. The change team may have to work very hard to come up with these targets, but each "win" that is produced can further motivate the entire staff. The seventh phase is the Building on the Change.

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Launching one new product using a new system is great. Each success provides an opportunity to build on what went right and identify what can improve. Step eight is the last stage which is anchoring of the 10 Changes in Corporate Culture. Finally, to make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind the vision must show in day-to-day work. Make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture. It's also important that organization's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started (Evans Et al., 2005).

Shield's Model

Shield's model builds on the idea that when change fails, it is because of insufficient attention to the human and cultural aspects of an organisation. Shield suggests that there are critical components that are necessary for leaders to change an organization. If a change occurs in one component and one does not align the other components, this will lead to inefficient work processes. This system integrates human resources management with business process innovations. Organizational leaders who are considering change should clearly understand which strategies they want to change and define critical success factors so that they will know the extent to which the desired change is possible. Some of the change models do not address this phase of change. Organizations must communicate the strategic objectives to the work force. If this is not done, the transformation effort will be reduced to a series of unrelated change initiatives. Finally, organizational leaders must review each of the work elements to identify their degree of alignment in support of the business strategy (Weill & Woodham, 2002).

Burnesí choice-management Model

Burnesí choice-management, change-management model is one of Burnesí core concepts is that management has choices and is not totally constrained by its environment, as one would infer from contingency theory. In fact managers can attempt to alter their environment rather than submit to it and therefore have more freedom of choice than many authors believe. Burnes argues that there are three processes: The choice process ñ which concerns the nature, scope and focus of organizational decision making; The

trajectory process ñ which relates to an organization's past and future direction and is seen as the outcome of its vision, purpose and future objectives; The change process ñ which covers approaches to, mechanisms for and outcomes of change(Weill & Woodham, 2002)..

Burnes argues that the model provides a view of the interaction between strategy and change and shows whether change is driven by strategy or strategy by earlier change. Why some performance measurement initiatives fail (the model) argues that both (strategy and change) are part of the same iterative process ñ some firms may well make decisions centrally regarding change, but these will be influenced by how change has been carried out in the past, by the perceived degree of success achieved and by the applicability of such approaches to future needs. Likewise, some organizations may decentralize decision making, but local decisions are likely to be influenced by the overall goals, direction and culture of the organization (which in turn will be reinforced or undermined by these local decisions).

Conceptual Framework

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study.

Kombo and Tromp, (2009) defines it as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. It is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Bell, (2010) describes it as a diagrammatical representation that shows the relationship between dependent and independent variables. A conceptual framework assists a researcher to organize their thinking and complete an investigation successfully. It also explains the relationship among interlinked concepts and explains the possible connection between the variables (Kombo & Tromp, 2009).

The conceptual framework comprises of the independent variables also known as the exploratory variables and which are the presumed cause of changes in the dependent variable and the dependent variable also called the criterion or predictor variable which the researcher wishes to explain (Kothari, 2004). The following framework depicts the relationship between the independent and dependent variables based on four independent variables and a dependent variable as represented diagrammatically in figure 2.1. In this study, effective strategic management is dependent on implementation strategy, resources allocation, leadership and governance and organizational culture.

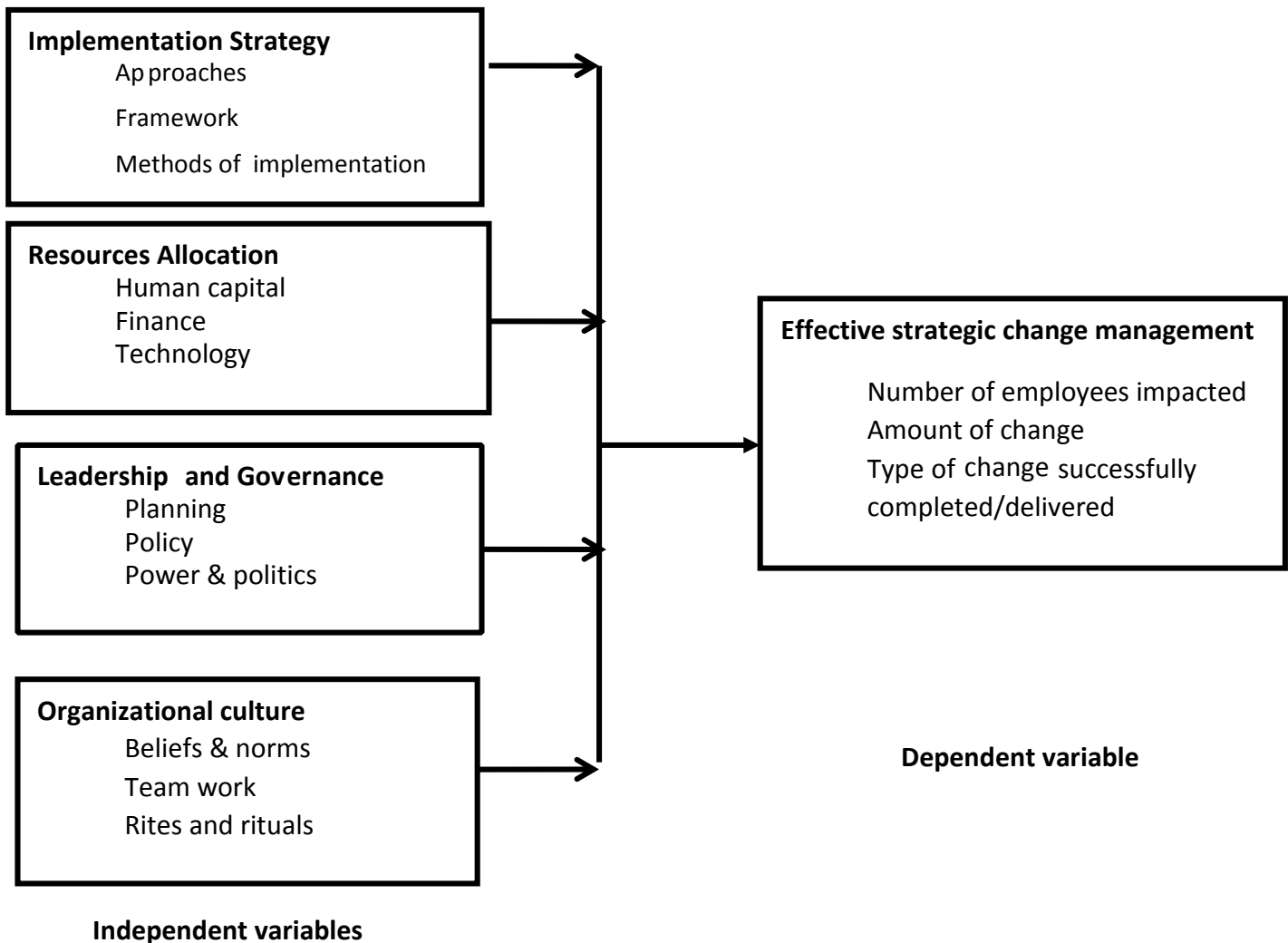


Figure 2.1: Conceptual Framework

Implementation Strategy

A change encompasses the transformational and modification of an activity or process to affect behavior and achieve objectives. According to Seckler (1999) Management is regarded as the collective utilization of human resource and

material in an effort to reach the known goal. Change management need to be systematically approached in order to realize its goals. According to Gullick

(2008) the process of change management consists of a set of basic management tasks such as;

planning that determines an organization's objectives and establishes appropriate strategies for achieving them and it is done at every level. It also provides a structure for the firm to enable it to function effectively to achieve quality goals. Leading by providing direction, guidance and motivation that involves influencing organization's members to perform in ways that allow the accomplishment of objectives. The process of change encompasses complex situations either to an individual or an organization. To bring changes to individuals, helping others to handle change or trying to cope with changes, it is worth taking some time to think about what needs to be changed and how the change is to be implemented.

According to Armstrong (1995) there are two main types of change: strategic and operational. Strategic change is concerned with broad, long-term and organization-wide issues. It is about moving to a future state, which has been defined generally in terms of strategic vision and scope. It will cover the purpose and mission of the organization, its corporate philosophy on such matters as growth, quality, and innovations and values concerning people, the customer needs served and the technologies employed. The ultimate achievement of sustainable competitive advantage relies on the qualities defined by Pettigrew and Whipp (1991), namely; the capacity of the firm to identify and understand the competitive forces in play and how they change over time, linked to the competences of a business to mobilize and manage the resources necessary for the chosen competition response through time. Operational change relates to new systems, procedures, structures or technology which will have an immediate effect on working arrangements within a part of the organization. But their impact on people can be more significant than

broader strategic change and they have to be handled just as carefully. Organizations are constantly involved in change, but not all change is the same. Although some organizations make minor adjustments to take advantage of new opportunities, other organizations are devoured in corporate takeovers that move them into entirely different industries.

Resources Allocation

A resource can be referred to as an organizations means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets. It is a source or supply from which benefit is produced (Ainuddin 2007). Counties in Kenya operate with very limited resources. This has led to weak operational preparedness, and a lack of equipment and logistical capacity. For example, the police do not have a forensic laboratory, vehicle patrols are constrained by a lack of availability of vehicles and funds for fuel. Police salaries are low and police officers complain about bad housing and poor working conditions. Police find themselves dealing with dangerous, sometimes lifethreatening, situations without adequate insurance to provide for their families when things do go wrong. Lack of adequate resources has also been attributed to the stalling of the ongoing reforms initiative (AI 2013).

According to Denrell (2004), in his study resources and returns, he explores the usefulness of analyzing firms from the resource side rather than from the product side. He concluded that resources such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures are the foundation for attaining and sustaining strong change initiative and high performance of a firm. A firm's resource include all assets, capabilities, organizational processes, firms

attributes, information, and knowledge controlled by a firm that enable a firm to conceive and implement strategies that improve its efficiency and effectiveness. Good resource should have value, be rare, not easily imitated, and not easily substitutable. Poorly resource endowed organizations usually face a lot of hurdles when it start any change initiative. For easy and successful change management process the security organization must set aside a considerable amount of its resources to support it. Failure to invest enough in the process the change initiative is bound to fail miserably (Sugarman 2010).

Leadership

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively and the process of facilitating individuals and the collective efforts to accomplish the shared objectives. (Yang, Zhao, and Baron 2007). According to Hellriegel and Slocum (1974), management of Change also needs compassionate leaders and staff to embrace it. Bearing in mind that change is inevitable, organisations and the management in particular need to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together. Leadership assumes three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations. (Hay and Hodgkinson 2006). Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes,

products or services and gaining commitment to change. According to Senge et al (1999) change driven by authority is more efficient to organize, often effective in the short run, and more immediately comfortable for people in many organizations. If all goes well, great results may occur but the change effort is powerful only so long as it is pushed. When the leader moves on or loses interest or energy. A study done by Auerbach (2003), the Kenya police department is often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven. Leadership here is based on authority, position and seniority. Organizations that invest in leadership development perform better than those that don't. In these changing times it is hard to find a firm which has survived that has no leadership development strategy in place. It is important for the management team to be able to handle difficult questions about people and their development. Leadership is not just about the leaders themselves but also about creating a culture of performance. Great leaders attract, hire and inspire great people if an organization neglects its leadership part it can easily loose direction and fail to achieve the set goals and objectives of change implementation process (Ponder 2001). Change management demands strong leadership to rapidly push through stressful, discomfoting and risky shifts in the business and organisational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organisation. Ultimately managers should know when to change and when it is wiser to seek stability, they should also know when to trigger a change and when to avoid one (De Wit and Meyer 2010).

Organizational culture

According to Patterson, Warr and West (2004) Organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel. Organisational culture can also be referred to as the world view and behavioural patterns shared by the members of the same organisation. As people within an organisation interact and share experiences with one another over an extended period of time they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organisational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. As this common ideology becomes stronger and becomes more engrained, it will channel members' actions into more narrowly defined patterns of behaviour. As such organisational culture can strongly influence everything from how to behave during meetings to what is viewed as ethical behaviour.

Organisational culture manifested in a variety of human resource practices, is an important predictor of organizational change management success. Numerous studies have found positive relationship between positive organisational culture and various measures of organisational success in change implementation, most notably for metrics such as sales turnover, staff retention, productivity, customer satisfaction and profitability. Like all other organisations the Kenya police service has its culture in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. It

is believed that the police still cling to one of the most outdated and rigid culture that may hinder any meaningful change management process. The managers here should understand and plan carefully the staffs' attitudes towards a particular new concept before implementing it.

Potosky and Ramakrishna (2001) argue that organisational culture clearly influences the success of an organization change management process. Organizations often build positive organizational culture through communication, values, norms policies and rules, programmes and leadership. Key indicators of organisational culture to be studied here include organisational attitudes, values and beliefs, history and norms and symbols and rituals. Nadler and Tushman (1980) said Organizational culture significantly affects organisation decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement changes swiftly and easily. However, if the firm's climate is not supportive, strategic changes may be ineffective or even counterproductive. An organisations culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for implementing and managing change.

Mechanistic type of organisations defends against change but they are less open to it. They are however unlikely to support, without serious trauma, the transformational or revolutionary types of change. Structural characteristics as well as attitudes, beliefs and values are more likely to act as barriers to an effective change management programme. Assessing cultural risk helps

management pinpoint where resistance to change could occur because of incompatibility between strategy and culture this allows managers to make choices regarding whether to ignore the culture, manage around the culture, change the culture to fit the strategy or change the strategy to fit the culture (Senior and Swailes 2010).

Strategic Change Management

Change Management According to Bridges (1991), People react to change in different ways, in what has as transitioning. Bridges explains this as follows: "Change is not the same as transition. Change is situational: the new site, the new structure, the new team, the new role, the new procedure. Transition is the psychological process people go through to come to terms with the new situation.

Remember that change is external and transition is internal." He further says that the three stages include the ending, the neutral Zone and the new beginning.

According to Carbon (2007), Managing change is a very important factor in the success of every business, since it helps managers think creatively about how they manage change, whilst avoiding many of the pitfalls that other companies have encountered. He further prescribes four key factors for success when implementing change in an organization ranging from the pressure for change demonstrated by senior management and the commitment is very essential, A clear and shared vision and ensuring that you take everyone along, Capacity for change and the need to provide the resources, that's time and finance to action and performance plan and ensuring that communications channel remain open. He further highlights the dangers when an organization fail to

have a good change management process being lack of consistent leadership, demotivated staff kept in the dark, lack of capacity in terms of budget cuts, no spend to save policy, short term approach to investment, stressed out staff working hard just to stand still and lack of initiative to do something different. These they argue leads to a treadmill effect setting up a vicious circle since they will be no time for reflection, planning and learning, no improvement in design and implementing, increasing need to do something and increasing the need to do something.

Claire (2010) says that the success of change depends on people's willingness to let go their current reality, have an ending got through a confused period in between(hell and the hallway), then a new beginning and illustrates what makes people react to the same environment in different ways and that no matter how good an idea is we will always have early adopters, average adopters and laggards and ultimately the people who work in our organizations want appositve human experience when they are at work. She further demonstrates that a change management methodology enables the implementation and leadership teams to provide appositve experience doing the period of significant change and that by utilizing a solid change management methodology, the organization promotes team communication, safer environment trust and freedom hence a stronger workforce.

According to Hala (2011) says it's very important to adopt the right management strategies. These strategies are integrated, process-oriented conceptual framework consisting of three phases namely knowledge formulation, strategy implementation and status evaluation to overcome resistance. From their findings 93.5 of the employees believed their jobs were threatened by

the introduction of MADAR ERP system and this displays the level of resistance employees can have to a change process and the need to prepare employees thoroughly.

Empirical Review

This section presents a review of empirical studies conducted in the past on implementation strategy, resources allocation, leadership and governance and organization culture. Critical researches have been conducted concerning various aspects of change management. It is worth mentioning findings of some of those studies at this point for this study to have a well-founded advocacy for the intended intervention measures which will be established. Perhaps it would be more systematic to commence with the findings of the studies carried out in favour of the countries for effective change management.

Dent (2003) while studying the change process in a hospital which contained networks of professionals groups, managers and administrators found out that politics, persuasion and attitudes played a key role in exploration of the changing professional management relations. According to

Amnesty international (2013), the pace of reforms in the Kenya police service has been hampered by corruption, failure to adhere to the new constitution, structural challenges lack of compliance with the law, lack of vetting, ongoing police impunity, lack of resources, public confidence.

Fullan and Miles (1992) while studying the reform process in the education sector in Toronto discovered that faulty maps of change, complex problems, symbols over change, impatient and

superficial solutions, misunderstanding resistance, misuse of knowledge about change management process among other factors are the main reasons why change management process is usually faced with challenges.

Gao (2005) applied ANT to analyse change in china's telecommunication market. The market was identified as a non-human actor and the 12 public, the state and the operators made up three groups of human actors he identified leadership and communication as the main ingredient to a successful change management process in an organisation. Van de Duim and Marwijk (2006), in explaining change management and innovation in the sense that innovation means new patterns of coordination between people and organisations, technologies and environmental phenomena. They explained that change management involves the idea of translation which involves explaining things in ways that persuade actors to fit with farmers to adopt a particular land management practices that will raise breeding populations species. They identified size and complexity of project, budget, specialized knowledge needed as the main constraints to effective change management process.

Meyer and Herscovitch (2001) conducted three studies to test the application of a threecomponent model of workplace commitment in the context of employee commitment to organizational change management. Study 1, conducted with 224 university students, provided preliminary evidence for the validity of newly developed Affective, Continuance, and Normative Commitment to Change Scales. Studies 2 and 3, conducted with hospital nurses, provided further support for the validity of the three commitment to change scales, and demonstrated that, commitment to a change

management is a better predictor of behavioral support for a change process than is organizational commitment, affective and normative commitment to a change are associated with higher levels of support than is continuance commitment, and the components of commitment combine to predict behavior. They identified employability, trust in management, change communication and decision making process in an organisation as the main factors that affect organisational change management process.

A study by Sugarman (2010) The New York police department in the early 2000s faced a lot of challenges in conduction of its operations especially in the wake of terrorism and other forms of sophisticated crimes witnessed in the modern world. This forced the management to embark on wide range reform initiatives aimed at totally changing the way the department fought crime and administrative duties. In the reform process the department faced numerous changes emanating from resources, lack of leadership, and political influence from the outside environment among other challenges. Sugarman also stated that with improved change management strategies the department was able bring sanity in the running of the department to a reputable police department both in the USA and the world at large. According to Luthans (2008), the change management is always considered to have three major dimensions which are technical, conceptual and human. Overall it has been proven that today's managers are very competent in their conceptual and technical functions however they are still struggling with the human component due to the nature of the humankind which keeps on transforming itself constantly.

Critique of the existing relevant literature

Dent (2003) while studying the change process in a hospital which contained networks of professionals groups, managers and administrators found out that politics, persuasion and attitudes played a key role in exploration of the changing professional management relations. According to Amnesty international (2013), the pace of reforms in the Kenya police service has been hampered by corruption, failure to adhere to the new constitution, structural challenges lack of compliance with the law, lack of vetting, ongoing police impunity, lack of resources, public confidence. The study was done in the organization and cannot be generalized in the counties.

Fullan and Miles (1992) while studying the reform process in the education sector in Toronto discovered that faulty maps of change, complex problems, symbols over change, impatient and superficial solutions, misunderstanding resistance, misuse of knowledge about change management process among other factors are the main reasons why change management process is usually faced with challenges. The study was carried out in the developed country thus need to establish whether the same happens in developing country like Kenya Gao (2005) applied ANT to analyse change in china's telecommunication market. The market was identified as a non- human actor and the 12 public, the state and the operators made up three groups of human actors he identified leadership and communication as the main ingredient to a successful change management process in an organisation. Van de Duim and Marwijk (2006), in explaining change management and innovation in the sense that innovation means new patterns of coordination between people and organisations, technologies and environmental phenomena. They explained that change management involves the idea of translation which involves explaining things

in ways that persuade actors to fit with farmers to adopt a particular land management practices that will raise breeding populations species. They identified size and complexity of project, budget, specialized knowledge needed as the main constraints to effective change management process. The study was carried out in a telecommunication organization not on change management in a county

Research Gaps

A lot of research has been carried out locally and internationally seeking to establish the challenges facing devolution especially on change management. Most of these research concentrate on general devolution performance as opposed specifics on challenges affecting performance due to change management process in the counties. Most of these studies were undertaken with different objects from the present study. There is scarcity of literature touching on the effective strategic change management. Therefore, the proposed study had to build on the local literature on challenges hindering effective strategic change management in counties in Kenya. Related studies have mainly focused on general challenges in organizational change management and not county related challenges which influence their decision to do or not to embrace change.

The impact of implementation strategy, resources allocation, leadership and governance and organizational culture in accessing the effective change management in counties in the country are yet to be researched in this country. The scarce availability of reliable and valid data continues to be one of the key obstacles in understanding penetration of change by counties in Kenya. This

study will help to build on the locally scarce available data.

Summary

In recognition of the critical role devolution play in wealth and employment creation, innovation, social and political stability, and regional integration, the Government of Kenya through various legislations and policy statements has in the past highlighted a framework of action to support counties access to sustainable change management process in the country. This includes the enactment of acts to establish for example Transitional Authority (GoK, 2013). The government has also created the Ministry of planning and devolution to advance the interest of effective strategic change management process in the country. However, these counties still face challenges when it comes to change management in the country.

This chapter has therefore made an attempt to underpin the current study with existing theoretical frameworks on implementation strategy, resources allocation, leadership and governance and organizational culture. Theories have also been provided to explain effective change management in counties in the country. These theories have been used to lay the ground for better understanding of the problem under investigation.

The conceptual framework of the study has also been provided. It clearly outlines the interplay between the independent and dependent of the study. In the current study, the independent variables are county implementation strategy, resources allocation, leadership and governance and organizational culture. Dependent variable is the effective strategic change management in counties in Kenya. An empirical review has also been done each on the independent and

dependent variables. Research gaps which exists from the literature reviewed has been established and which the present study sought to fill.

RESEARCH METHODOLOGY

Introduction

This chapter specifies the nature of the research design and the population studied. The research design, target population, sampling techniques, data collection techniques and data analysis methods that was followed in the research process.

Research Design

A research design describes how the study addresses the specific aims and objectives of the research. This study was a descriptive survey designed to establish the challenges hindering effective strategic change management in counties in Kenya. Descriptive research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible to draw valid general conclusion from the facts discovered. Descriptive survey attempts to describe characteristics of subjects or phenomena, opinions, attitudes, preferences and perceptions of persons of interest to the researcher. Moreover, a descriptive survey aims at obtaining information from a representative selection of the population and from that sample the researcher is able to present the findings as being representative of the population as a whole (Kothari 2004).

It is able to establish association between variables by quantifying relationship between the variables using techniques such as correlations, relative frequencies or differences between means. Kothari (2004) and Orodho (2004) both concur that descriptive survey allows a researcher to gather information, summarize, present and interpret for the purpose of clarification and conclusions. The design was considered appropriate for the study because it allowed the reseacher to describe, record, analyze and report conditions as it exists in the field.

Mugenda *et al.* (2012) noted that surveys can be used for explaining or exploring the existing status of two or more variables at a given point in time. Sandeep (2007) and Orodho (2004) similarly perceive a descriptive survey design as one that provides an investigator with quantitative and qualitative data. Against this background, descriptive survey provided the study with appropriate procedure for examining the challenges hindering effective strategic change management in counties in Kenya.

Target Population

Kothari (2004) described population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The target population of the study was 700 county officers working at the Nairobi county drawn from the departments of Procurement, Records, ICT, Finance and Accounts and Human Resources according to the data available at Nairobi County (NCC, 2014). This is as illustrated in Table 3.1

Table 3.1: Target Population

Department	Population	Percentage
Procurements	120	17.14
Records	270	38.57
ICT	130	18.57
Finance and Accounts	110	15.71
Human Resources	70	10.00
TOTAL	700	100

Source; (NCC, 2014)

Sample and Sampling Technique

A sample size is a set of observations drawn from a population by a defined procedure (Creswell, 2003). Mugenda & Mugenda (2003) indicates that a sample size of 10% of the target population is

large enough so long as it allows for reliable data analysis and allows testing for significance of differences between estimates. Therefore, a proportionate sample size of approximate 70 respondents which is 10% precision of the population was selected using a stratified sampling technique from the identified sample

Table 3.2: Sample distribution

Stratum	Population (N)	Sample Ratio (10%)	Sample Size
Procurements	120	0.1	12
Records	270	0.1	27
ICT	130	0.1	13
Finance and Accounts	110	0.1	11
Human Resources	70	0.1	7
TOTAL	700	0.1	70

Research Instruments & Data collection Procedure

The study relied mainly on primary data. The researcher used questionnaire as the research

instrument. The study utilized questionnaire that was developed for generating information on key variables of interest from the targeted respondents in the study. The research also undertook desk review of existing information about the study areas and collect qualitative data through in-depth interview from respondents who are conversant with the subject through various interactions or experiences. These respondents were specifically targeted for their ability to provide pertinent information to the study.

Secondary data was obtained from literature sources or data collected by other people for some other purposes. Secondary data was collected through review of published literature such as journals articles, published theses and textbooks. The study made use of secondary data from treasury records. These sources were reviewed to give insight in the search for primary information. They gave insight on variables selection, development of instruments and discussion of the findings.

A self-administered questionnaire was dropped to each respondent and picked later. The questionnaire consisted of both open ended and closed ended questions. The questionnaire will be divided into two parts covering demographic variables and study variables. And where additional information was required by the study, semi-structured interviews were conducted. The study used both qualitative and quantitative data. Qualitative data was applicable since meanings were based on expressions through words and analysis was conducted through the use of content analysis. Quantitative data was applicable since meanings were derived from numbers and

analysis was conducted through the use of diagrams and statistics. This information was coded and analyzed with the help of statistical package for social sciences (SPSS) software package version 21 and excel.

Pilot Test

According to Bordens & Abbott (2008), pilot study is as a small-scale version of the study used to establish procedures, materials and parameters to be used in the full study. Pilot study was conducted in determining if there were flaws, limitations, or other weaknesses within the data collection instrument to make the necessary revisions prior to the implementation of the study. It is recommended that 10% of the sample should constitute the pilot test (Neumann, 2006). A pilot study was undertaken on at least 7 respondents of the sample size to test the reliability and validity of the questionnaire. The findings of the pilot study were not included in the actual study (Mugenda & Mugenda, 2008).

Reliability and validity of the research instruments

Reliability is the extents to which a research instrument yields findings that are consistent each time it is administered to same subjects (Mugenda & Mugenda, 2008). The measurement of reliability provides consistency in the measurement variables (Kumar, 2000). Cronbach alpha is the basic formula for determining the reliability based on internal consistency (Kim & Cha, 2002). The standard minimum value of alpha of 0.7 is recommended Gupta (2004) as the minimum level for item loadings. Higher alpha coefficient values means

there is consistency among the items in measuring the concept of interest. Suppose that

we assume a sum of K components (K-items or test lets) $X=Y_1+Y_2+.....Y_k$. Cronbach's α

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

where σ_X^2 the variance of the observed total test scores, and $\sigma_{Y_i}^2$ the variance of component i for the current sample of persons.

If the items are scored 0 and 1, a shortcut formula is

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K P_i Q_i}{\sigma_X^2} \right)$$

where P_i is the proportion scoring 1 on item i , and $Q_i = 1 - P_i$. This is the same as KR-20.

Alternatively, Cronbach's α can be defined as

$$\alpha = \frac{K\bar{c}}{(\bar{v} + (K-1)\bar{c})}$$

Where K is as above \bar{v} the average variance of each component (item), and \bar{c} the average of all covariance's between the components across the current sample of persons (that is, without including the variances of each component).

Validity is the degree to which the sample of the test item represent the content that is designed to measure, that is, the instrument measures the characteristics or trait that is intended to measure (Mugenda & Mugenda, 2008). Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Creswell, 2003). The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The content validity was achieved by subjecting the data collection instruments to an evaluation

group of experts who provided their comments and relevance of each item of the instruments and the experts indicate whether the item is relevant or not.. The content validity formula by Yin (2003) was used in this study. The formula is; Content Validity Index = (No. of judges declaring item valid) / (Total no. of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Yin, 2003).

Data Analysis and Presentations

Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 21 and excel. Data processing was carried out through editing, coding and classification. Content analysis was employed to analyze the qualitative data whereas simple statistical methods, regression and correlation analysis were utilized to analyze the quantitative data by aide of SPSS Software

version 21 and excel. The findings were presented using tables, charts and graphs to facilitate comparison and for easy inference. The Pearson correlation and regression analysis was applied to establish the relationship of the variables at 5% level of significance. The regression model equation was expressed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon,$$

Where; Y= Effective strategic change management; β_0 = constant (coeffict of intercept);

X_1 = Implementation Strategy;

X_2 = Resources allocation;

X_3 = Leadership & governance

X_4 = Organization culture;

ϵ = error term;

$\beta_1 \dots \beta_4$ = regression coefficient of four variables..

RESULTS AND DISCUSSIONS

Introduction

This chapter discusses the interpretation and presentation 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. The

Response Rate

primary data was gathered from the questionnaire as the research instrument. For this purpose, the various statistical analysis tools like Cronbach's alpha, correlation analysis and multiple regression analysis have been employed to challenges hindering effective strategic change management in counties in Kenya.

Table 4.1 Response Rate

	Questionnaires Administered	Questionnaires filled & Returned	Percentage
Respondents	70	50	71.43

The study targeted a sample size of 70 respondents from which 50 filled in and returned the questionnaires making a response rate of 71.43% as shown in Table 4.1. This response rate was satisfactory to make conclusions for the study. Mugenda & Mugenda (2003) states that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the findings of this study, the response rate was excellent. This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method where the questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires. The response rate was therefore adequate for the study to make relevant conclusions basing on the responses.

Reliability and Validity Test Results

A pilot study was carried out to determine reliability and validity of the questionnaires. The pilot study involved the sample

respondents. Reliability analysis was subsequently done using

Cronbach’s Alpha which measured the internal consistency. Gliem & Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study’s benchmark. Cronbach Alpha was established for every objective which formed a scale. Table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

The content validity formula by Amin (2005) was used in this study to establish the validity of the research instrument. The formula is; Content Validity Index = (Number of judges declaring item valid) / (Total number of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005). From the results in Table 4.2, it illustrates that all the four variables were valid as their CVI values exceeded the prescribed threshold of 0.78 as emphasized by Amin (2005).

Table 4.2: Pilot Test Results

Item	Cronbach's Alpha	CVI	Remarks
Implementation strategy	0.853	0.789	Accepted
Resources allocation	0.770	0.989	Accepted
Implementation Strategy	0.845	0.778	Accepted
Organization culture	0.785	0.798	Accepted

Demographic Information

Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population

and testing appropriateness of the respondent in answering the questions for generalization purposes. The demographic information comprised of the gender, age, level of education and work experience.

Gender of the Respondents'

The study sought to determine the gender composition of the respondents. The information is as illustrated

Figure 4.1.

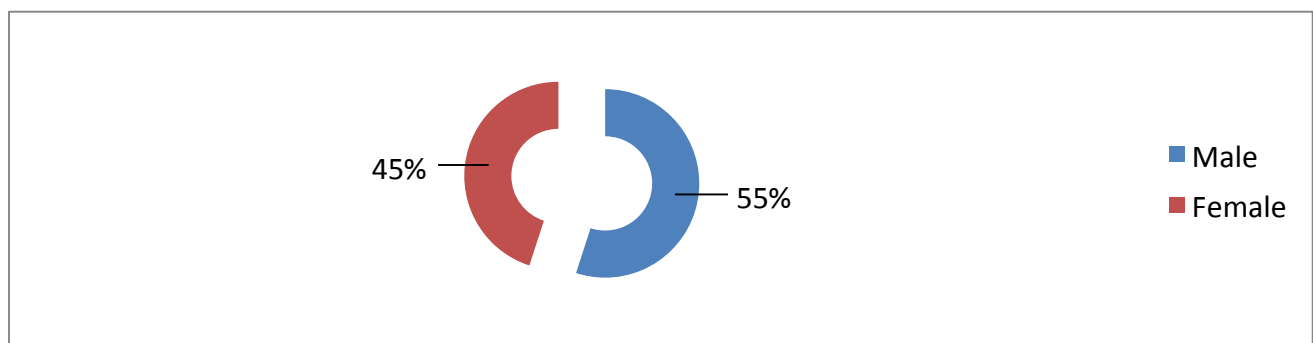


Figure 4.1 : Gender of the respondents

From the findings, it was established that majority of the respondents as shown by 55% were male whereas 45% of the respondent

were female, this is an indication that both genders were well represented in this study and thus the finding of the study did not suffer from gender bias all through the study. This implies there were more male than female respondents

though with less disparity meaning that there is gender balance among the employees involved in the implementation of the projects. Carter and Shaw (2007) found that organizations with gender balance were motivated to perform better towards organization goal as women and men compete favorably to deliver on their assignments.

Age Distribution of the Respondents

The study requested the respondents to indicate their age category. The results were as shown below

Figure 4.2.

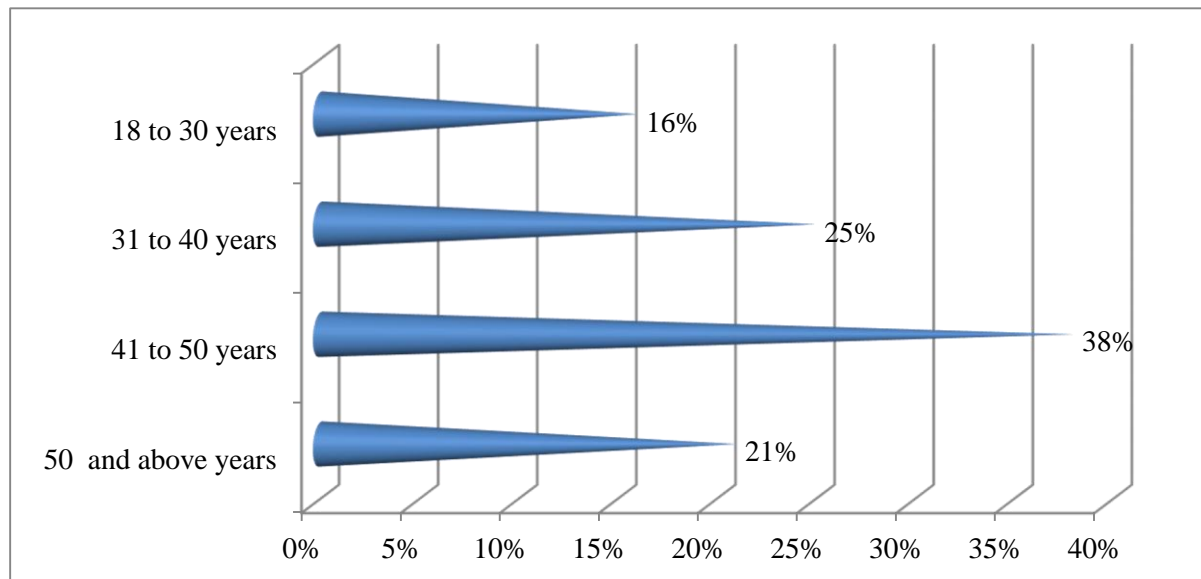


Figure 4.2: Age Distribution

From the research findings, the study revealed that most of the respondents as shown by 38% were aged between 41 to 50 years, 17% of the respondents were aged between 18 to 30 years, 21% were above 50 years whereas 25% of the respondents were aged between 31 to 40 years. This implies that respondents were well distributed in terms of their age during the study. This also implies that majority of the respondents were at their maturity stage and therefore able to handle their roles responsibly.

The findings support the move by the organizations giving emphasis on maturity and experience during the implementation of various projects. Baines & Hardill(2008) found that age is associated with experience and responsibility at work place.

Educational Level of Respondents

The study sought to establish the educational background of the respondents and the findings were as shown in **Figure 4.3**

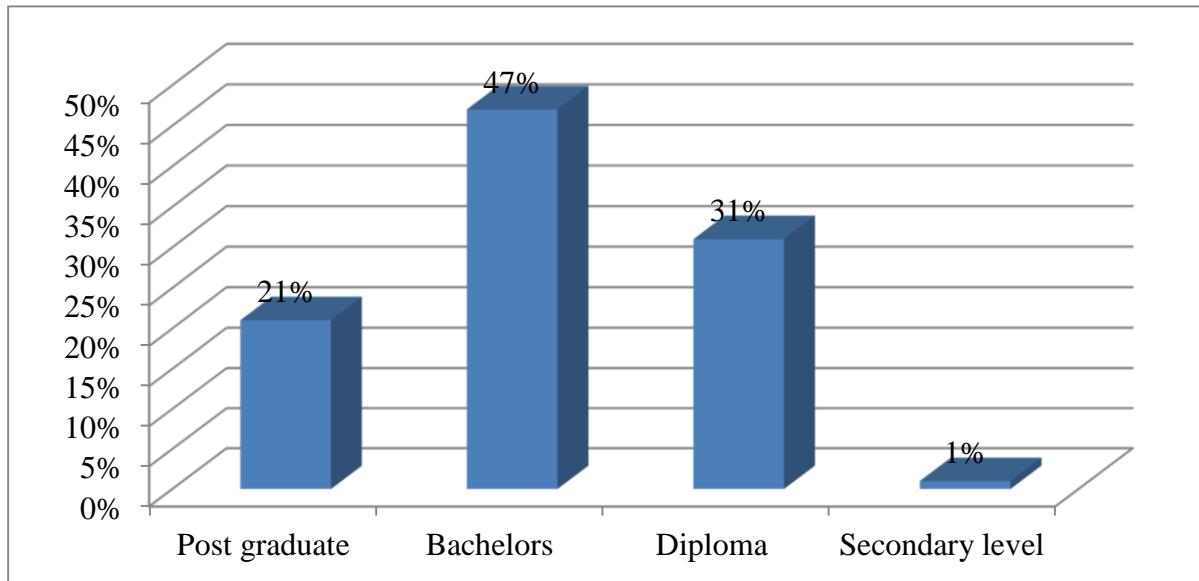


Figure 4.3: Respondents Educational Level

From the study findings, most of the respondents as shown by 47% indicated that they held bachelors certificates, 31% of the respondents had diploma certificates, 21% indicated to have reached postgraduate level and 1% of the respondents had reached secondary level and this implies that most of respondents were well educated and that they were in a position to respond to research questions with ease. Hazernberg (2012) associated the education level of project managers with findings that, those with higher levels of education are more successful because higher education provides them knowledge and modern managerial skills, making them more conscious of the reality of the organization management world and thus in a position to use their learning capabilities to enhance project implementation and delivery. The findings therefore indicate that the respondents have the capacity, skills and management acumen.

Implementation Strategy

The study sought to establish the extent to which respondents agreed with the statements relating to implementation strategy influence effective strategic change management in counties in Kenya. A scale of 1-5 was used. The scores “Very small extent” and “Small extent” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small extent} \leq 2.5$). The scores of ‘Moderate extent’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of “Great extent” and “Very great extent” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Great extent} \leq 5.0$). The mean was generated from SPSS version 21 and is as illustrated in Table 4.5.

From the research findings, majority of the respondents indicated that to a moderate extent that they had strategic plan for

implementation of the effective strategic change management as shown by a mean of 3.55; the organization had proper systems approach of planning, scheduling of effective strategic change management as shown by a mean of 2.99; there was adequate project team involved in implementation of the effective strategic change management as shown by a mean of 3.95. The respondents to a great extent indicated that there was framework used to guide on how the plan can be realized as shown by a mean of 3.99 and they had training program for the use of effective strategic change management on the organization as

shown by mean of 4.77. The study results reveals that lack of proper systems approach of planning, scheduling and training program in the strategic plan may have contributed non-performance of effective strategic change management in the organization. The findings of the study are in tandem with findings of Gullick (2008) who indicated that strategic planning in implementation strategy is a process that results in decisions and actions to guide what your program is, what it does, and why it does it which enhance effective strategic change management in the county.

Table 4.3: Elements relating implementation strategy on effective strategic change management

Statement	Very small extent	Small extent	Moderate	Great extent	Very great extent	Mean	Std deviation
Do you have strategic plan for implementation of the effective strategic change management?	3.5%	6%	78.5%	6.5%	7.5%	3.55	0.82
Does the organization have proper systems approach of planning, scheduling of effective strategic change management?	6.5%	8%	67.5%	7%	11%	2.99	0.39
Do your adequate project team involved in implementation of the effective strategic change management in the county	6.5%	72.5%	6.5%	6.5%	8%	3.95	0.46

Do you a framework used to guide on how the plan can be realized in the county? 5.5% 11% 6.5% 67.5% 9.5% 3.99 0.63

Does the strategic plan facilitate decisions and actions that guide implementation of the . effective strategic change management in the county? 7.5% 6% 9% 2.5% 81.5% 4.77 0.22

Resources Allocation

The study sought to establish the extent to which respondents agreed with the statements relating to resources allocation influence on effective strategic change management in counties in Kenya. A scale of 1-5 was used. The scores “Very small extent” and “Small extent” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small extent} \leq 2.5$). The scores of

‘Moderate extent’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of “Great extent” and “Very great extent” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Moderate extent} \leq 5.0$). The mean was generated from SPSS version 21 and is as illustrated in Table 4.4.

From the research findings, majority of the respondents indicated that to a very great

extent that lack of working capital in the organization affect the employees working facilities in the organization in the organization as shown by a mean of 4.96; to a great extent the respondents cited that lack of support due to inadequate resources in the institution affects the acceptance of change among employees as shown by a mean of 4.22; great extent lack of human and financial resources in organization slow the adoption of change in the organization as shown by a mean of 4.01. The respondents to a great extent cited that the shortage of resources increases employee’s probability of being overloaded with work in the organization as shown by a mean of 3.99. The findings of the study are in agreement with literature review by Selfano & Serah(2014) who indicated that resources allocation plays a significant role on change management in an organization. Thus is lack of adequate resources allocation in the county ends up prolonging the implementation of change process.

Table 4.4: Elements relating to influence of resources allocation on effective strategic change

management

Statement	Very small extent	Small extent	Moderate	Great extent	Very great extent	Mean	Std deviation
Lack of working capital in the organization affect the employees working facilities in the organization	7.5%	6%	9%	6.5%	71.5%	4.96	0.32
Lack of support due to inadequate resources in the institution affects the acceptance of change among employees	6.5%	8%	11%	7%	67.5%	4.22	0.36
Lack of human and financial resources in organization slow the adoption of change	6.5%	8%	6.5%	72.5%	8%	4.01	0.44
Shortage of resources increases employees probability of being overloaded with work	5.5%	11%	6.5%	67.5%	9.5%	3.99	0.65

Leadership

The study sought to determine whether leadership influence effective change management in the county. From the research findings, majority of the respondents as shown

by 82% were of the opinion that leadership and governance affects influence effective change management whereas 18% of the respondents were of the contrary opinion. This implies that leadership and governance influence effective change management in the county.

Table 4.5: Effects of leadership on effective change management

Opinion	Frequency	Percent
Yes	41	82.00
No	9	18.00
Total	50	100

The study sought to determine the extent to which leadership and Governance influence effective strategic management, from the research findings, most of the respondents as shown by 44% were of the opinion that leadership influences effective strategic management to a great extent, 40.5% of the respondents indicated to a very great extent, 10.7% of the respondents indicated to a moderate extent whereas 4.8% of the respondents indicated to a little extent. This

implies that leadership and governance influenced effective strategic management to a great extent. The findings are in agreement with the findings of World Bank (2009) which states that decentralization, involving a variety of mechanisms to leadership and governance which provides ownership and/or political authority for effective strategic management to alternate institutions, should be promoted as a key means of improving effective strategic management in the counties

Table 4.6: Extent of influence of leadership and Governance on effective strategic management

Extent	Frequency	Percent
Very great extent	21	40.5
Great extent	22	44.0
Moderate extent	5	10.7
Little extent	2	4.8
Total	50	100

The study sought to establish the extent to which respondents agreed with the statements relating to leadership and governance on effective strategic change management in the county. A scale of 1-5 was used. The scores “Strongly disagree” and “Disagree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Disagree} \leq 2.5$). The scores of ‘Neutral’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of “Agree” and “Strongly agree” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Agree} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and

is as illustrated in Table 4.5. The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.6.

From the research findings, majority of the respondents agreed that leadership and governance can increase quality in effective strategic management as shown by a mean of 4.01; proper leadership and governance to can help increase the effectiveness of effective strategic management through employee involvement in the decision making process as shown by a mean of 3.95, proper leadership and governance can help increase the effectiveness of effective strategic management

in policy making, and for the voice of the employees to influence the decision of the policymakers effectively as shown by a mean of 4.01 and the change process must involve a team of leaders and individual managers to help inspire change within each portfolio, department, and unit as shown by a mean of 4.10. The finding of the study corroborates with literature review by (WHO, 2005; Omar, 2003; UNDP, 1997) who observed that effective leadership and governance improves change

management in the public sector. When the power and authority to make decisions is devolved to the counties where the local people have a direct say on how things are done at the grassroots, change management will be tremendously improved. This is because; there will be accountability and direct participation of the employees and public in the running of the day to day activities of the local regional/county governments (World Bank, 2009).

Table 4.7: Elements relating to leadership on effective strategic change management in the county

	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Mean</i>	<i>Std deviation</i>
<i>Leadership and governance can increase quality in effective strategic management.</i>	13%	20%	23%	42%	2%	4.01	0.44
<i>Leadership and governance to can help increase the effectiveness of effective strategic management through employee involvement in the decision making process.</i>	10%	13%	30%	35%	12%	3.99	0.65
<i>Leadership and governance can help increase the effectiveness of effective strategic management in policy making, and for the voice of the employees to influence the decision of the policymakers effectively.</i>	13%	13%	13%	42%	20%	4.01	0.44
<i>The change process must involve a team of leaders and individual managers to help inspire change within each portfolio, department, and unit.</i>	12%	12%	18%	53%	15%	4.10	0.32

Organizational culture

The study sought to determine whether organizational culture influence effective

change management in the county. From the research findings, majority of the respondents as shown by 76% were of the opinion that

organizational culture influence effective change management whereas 24% of the respondents were of the contrary opinion. This

implies that organizational culture influence effective change management in the county.

Table 4.8: Effects of organizational culture on effective change management

Opinion	Frequency	Percent
Yes	38	76.00
No	12	24.00
Total	50	100

The study sought to determine the extent to which **organizational culture** influence effective strategic management, from the research findings, most of the respondents as shown by 44% were of the opinion that **organizational culture** influences effective strategic management to a great extent, 20% of the respondents indicated to a very great extent, 16% of the respondents indicated to a moderate extent whereas 20% of the respondents indicated to a little extent. This implies that

leadership and governance influenced effective strategic management to a great extent. The findings are in agreement with the findings of World Bank (2009) which states that decentralization, involving a variety of mechanisms to **organizational culture** which provides ownership and/or political authority for effective strategic management to alternate institutions, should be promoted as a key means of improving effective strategic management in the counties

Table 4.9: Extent of influence of organizational culture on effective strategic management

Extent	Frequency	Percent
Very great extent	22	44
Great extent	10	20
Moderate extent	8	16
Little extent	10	20
Total	50	100

The study sought to establish the extent to which respondents agreed with the statements relating to organizational culture on effective

strategic change management in the county. A scale of 1-5 was used. The scores “Strongly disagree” and “Disagree” were represented by

mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Disagree} \leq 2.5$). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of "Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Agree} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.5. The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.10.

From the research findings, majority of the respondents stated to a great extent that employee norms and beliefs affect adoption of change process in the organization as shown by a mean of 4.01; the employees are willing to

leave their long time practices to adopt new changes in the organization as shown by a mean of 3.95, the members are hard to leave long their long time organizational dress, tools, organizational layout among others in the organization as shown by a mean of 2.91; all changes initiated well received by the team (stakeholders) in the organization and the change process must involve a team of leaders and individual managers to help inspire change within each portfolio, department, and unit as shown by a mean of 3.75 and there is unity where members pull together hence enhancing the change process as shown by a mean . The finding of the study corroborates with literature review by Omar (2003) who observed that organizational culture improves change management in the public sector. Thus the strong organizational culture in the county leaves no room change thus prolonging the implementation of change process.

Table 4.10: Elements relating to influence of organizational culture on strategic change management

	<i>Very small extent</i>	<i>Small extent</i>	<i>Moderate</i>	<i>Great extent</i>	<i>Very great extent</i>	<i>Mean</i>	<i>Std deviation</i>
<i>How do employee norms and beliefs affect adoption of change process in the organization?</i>	3.5%	14%	65%	70.5%	7.5%	4.01	0.02
<i>Are the employees willing to leave their long time practices to adopt new changes in the organization?</i>	6.5%	18%	57.5%	7%	11%	3.95	0.39

Are the members hard to leave long their long time organizational dress, tools, organizational layout among others in the organization?

6.5% 62..5% 16.5% 6.5% 8% 2.91 0.46

Are all changes initiated well received by the team (stakeholders) in the organization?

5.5% 11% 16.5% 57.5% 9.5% 3.75 0.63

Is there unity where members pull together hence enhancing the change process?

7.5% 691.5% 9% 2.5% 6% 4.55 0.22

Effective strategic change management in County

The study sought to find out how the county has been adopting change from year 2013 –2015. The study established that the county had made a good number of changes with 29% of the changes being successfully embraced, with 65% of the changes not being successfully

completed/ delivered and only 6% of the changes were on going. The study results is an indication that county is much determined to win these changes from the high number of changes made only that few of them are successfully completed or delivered. The study also indicated high number of changes recommended rates with only very low rates of unsuccessful completion. The results are as shown in the table in Figure 4.4.

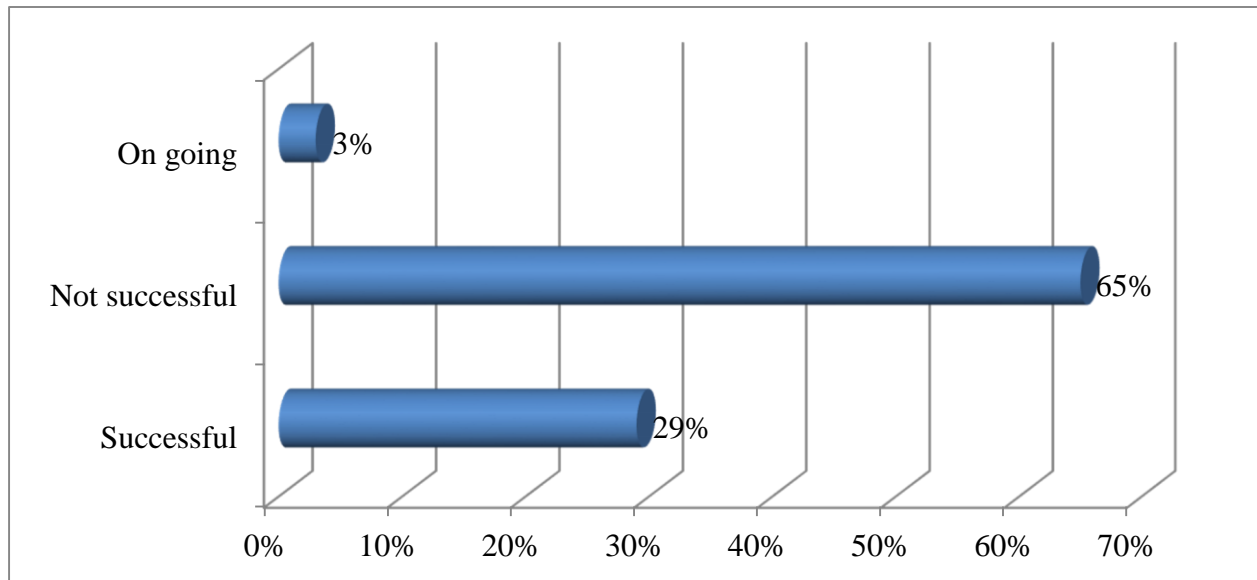


Figure 4.4: Number of successful proposed changes in the county

This section of the study sought to find out the causes of failure of the proposed changes in the county from year 2013-2015. The results of the study revealed that 42% of the respondents said that the lack of good leadership and governance and said that they lacked access of information with speed at a minimum cost; lacked support from top management; and lack of political good will whereas only 19% of the respondents

attributed their failure to a high level of resources allocation and 13% stated due to a very strong organizational culture and 26% of the respondents stated due to poor implementation strategy. These results reveal that reasons behind their failure are either attributed to internal weakness or factors which can be controlled. Thus lack of proper leadership and governance, organizational culture, implementation strategy and resources allocation prolonged the implementation of change process in the county. The results are as shown in the Figure 4.5.

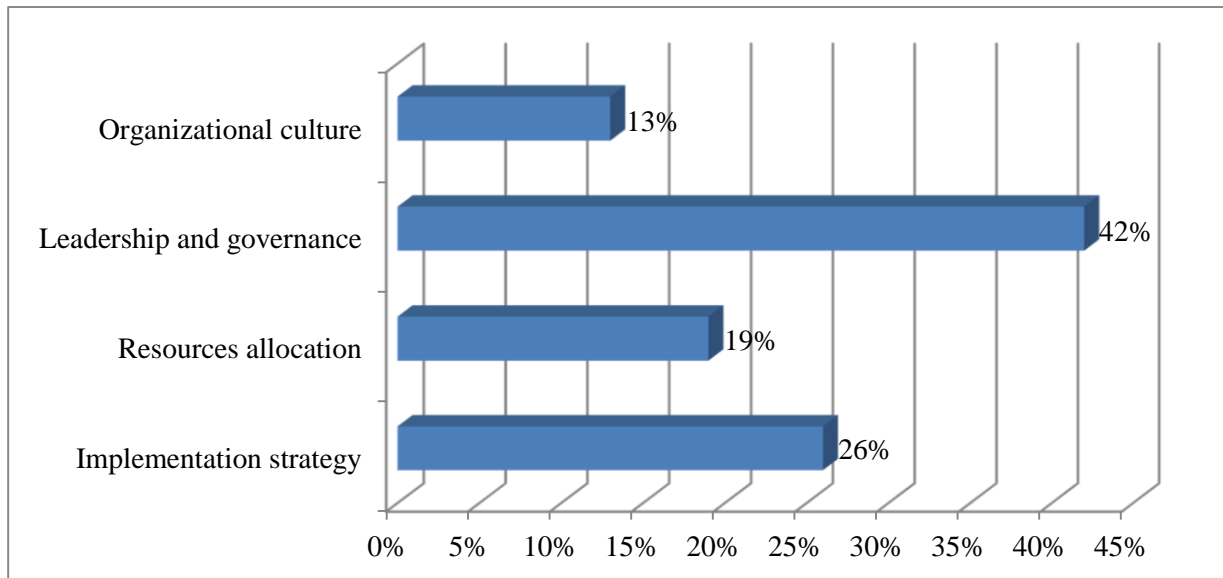


Figure 4.5: Causes of Failure of the proposed changes

Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values

indicates negative correlation and positive values indicates positive correlation where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient >0.3<0.5 indicates moderate correlation and Pearson coefficient >0.5 indicates strong correlation.

Effective Correlation

1.000

strategic change Coefficient management Sig. (2-tailed) .

N

Table 4.11: Correlation Coefficients

Effective strategic change management Implementation strategy	Resources allocation	Leadership & governance	Organizational culture
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of 0.038. This therefore infers that leadership and governance contributed most effective strategic change management followed by implementation strategy in effective strategic change management, then organizational culture while resources allocation had the least influence on effective strategic change management in the county. The correlation matrix implies that the independent variables are very major challenges of effective strategic change management as shown by their strong and positive relationship with the dependent variable; effective strategic change management.

Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the on effective strategic change management. The study applied the statistical package for social sciences (SPSS V. 21) to code, enter and compute the measurements of the multiple regressions for the study. According to the

Table 4.12: Model Summary

	Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889	.790	.741	.223

Further, the study revealed that the significance value is 0.033 which is less than 0.05 thus the model is statistically significant in predicting how implementation strategy, resources allocation, leadership and governance and organizational culture affect the effective

Table 4.13: ANOVA

model summary Table 4.9, R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value (0.889). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 79% of the effective strategic change management as represented by the R^2 . This therefore means that other factors not studied in this research contribute 21% of the effective strategic change management. This implies that these variables are very significant therefore need to be considered in any effort to boost effective strategic change management in the county. The study therefore identifies variables as critical challenges hindering effective strategic change management in the organization.

strategic change management. The F critical at 5% level of significance was 12.330. Since F calculated (213.769) is greater than the F critical (value = 12.330), this shows that the overall model was significant.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.335	4	.8337	213.769	.0333 ^a
Residual	1.788	45	.0039		
Total	8.266	49			

NB: F-critical Value = 12.330

Predictors: (Constant): Implementation strategy, resources allocation, leadership and governance and organizational culture

The study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.14

Table 4.14: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	P-value.
	B	Std. Error	Beta		
1 (Constant)	33.335	1.223		2.615	.035
Implementation Strategy	.667	.103	.152	4.223	.029
Resources allocation	.608	.349	.054	2.724	.048
Leadership	.777	.217	.116	5.036	.013
Organization culture	-.643	.193	-.063	3.144	.041

Multiple regression analysis was conducted as to determine the relationship between effective strategic change management and the four variables. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 33.335 + 0.667X_1 + 0.608X_2 + 0.777X_3 - 0.643X_4$

According to the regression equation established, taking all factors into account (Implementation strategy, resources allocation, leadership and governance and organizational culture) constant at zero effective strategic change management was 33.335. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in implementation strategy will lead to a 0.667 increase in effective strategic change management.; a unit increase in resources allocation will lead to a 0.608 increase in effective strategic change management, a unit increase in leadership and governance will lead to a 0.777 increase in effective strategic change management and a unit increase in organizational culture will lead to a (-0.643) decrease in effective strategic change management. This infers that leadership and governance contributed most to effective strategic change management in the organization. At 5% level of significance, implementation strategy had a 0.029 level of significance; resources allocation showed a 0.048 level of significance, leadership and governance showed a 0.013 level of significance and organizational culture showed a 0.041 level of significance hence the most significant factor was leadership and governance.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to establish challenges hindering effective strategic change management in Kenya. The study examined theoretically and empirically how various variables contributed to effective strategic change management. In assessing the challenges, the study focused on how select factors (Implementation strategy, resources allocation, leadership and governance and organizational culture) influenced the effective strategic change management. This chapter captures the summary of findings, from which conclusions were drawn and recommendations made.

Summary of the Findings

Research Question 1: What is influence of implementation strategy on effective strategic change management in counties in Kenya?

The study sought to establish whether implementation strategy influence effective strategic change management in the organization. From the descriptive analysis, the study results revealed that majority of the respondents indicated that to a moderate extent that they had strategic plan for implementation of the effective strategic change management; the organization had proper systems approach of planning, scheduling of effective strategic change management; there was adequate project team involved in implementation of the effective strategic change management. The respondents

to a great extent indicated that there was framework used to guide on how the plan can be realized and they had training program for the use effective strategic change management on the organization. The study results reveals that lack of proper systems approach of planning, scheduling and training program in the strategic plan may have not contributed to effective strategic change management in the organization.

Finally, the study revealed that the variable(Pearson correlation coefficient =.667) and p-value

(0.029 < 0.05) statistically, moderately and significantly correlated to effective strategic change management in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals that implementation strategy is an important factor that can boost effective strategic change management in the organization. This also reveals that the more implementation strategy becomes the more the effective strategic change management in the organization Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of implementation strategy on effective strategic change management in the organization was achieved because it established that implementation strategy influences effective strategic change management in the organization.

Research Question 2: To what extent does resources allocation influence effective strategic change management in counties in Kenya?

From the study results, majority of the respondents indicated that to a very great extent that lack of working capital in the organization affect the employees working facilities in the organization in the organization; to a great extent the respondents cited that lack of support due to inadequate resources in the institution affects the acceptance of change among; great extent lack of human and financial resources in organization slow the adoption of change in the organization. The respondents to a great extent cited that the shortage of resources increases employee's probability of being overloaded with work in the organization. Thus is lack of adequate resources allocation in the county ends up prolonging the implementation of change process.

Further, the study revealed that the variable(Pearson correlation coefficient =.643) and p-value (0.041 < 0.05) statistically, strongly and significantly correlated to effective strategic change management in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals that resources allocation is an important factor that can enhance effective strategic change management in the organization. This also reveals that the more resources allocation becomes the more the effective strategic change management in the organization. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of resources allocation on effective strategic change management in the organization was achieved because it established that resources allocation influences effective strategic change management in the county.

Research Question 3: How does leadership influence effective strategic change management in counties in Kenya?

From the descriptive analysis, the study results revealed that majority of the respondents indicated leadership and governance can increase quality in effective strategic management; proper leadership and governance to can help increase the effectiveness of effective strategic management through employee involvement in the decision making process, proper leadership and governance can help increase the effectiveness of effective strategic management in policy making and for the voice of the employees to influence the decision of the policymakers effectively and the change process must involve a team of leaders and individual managers to help inspire change within each portfolio, department, and unit. Thus is lack of proper leadership in the county ends up prolonging the implementation of change process.

Finally, the study revealed that the variable(Pearson correlation coefficient =.777) and p-value (0.013 < 0.05) statistically, moderately and significantly correlated to effective strategic change management in the organization at 5% level of significance as it had a positive relationship with the dependent variable. This reveals that leadership and governance is an important factor that can boost effective strategic change management in the county. This also reveals that the more leadership and governance becomes the more the effective strategic change management in the county. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of leadership

and governance on effective strategic change management in the county was achieved because it established that resources allocation influences effective strategic change management in the county.

Research Question 4: Does organizational culture influence effective strategic change management in counties in Kenya?

From the descriptive analysis, the study results showed that majority of the respondents indicated that organizational culture influence effective strategic change management. From the research findings, majority of the respondents stated to a great extent that employee norms and beliefs affect adoption of change process in the organization; the employees are willing to leave their long time practices to adopt new changes in the organization ; the members are hard to leave long their long time organizational dress, tools, organizational layout among others in the organization; all changes initiated are not well received by the team (stakeholders) in the organization and the change process must involve a team of leaders and individual managers to help inspire change within each portfolio, department, and unit . There is no unity where members pull together hence enhancing the change process. Thus the strong organizational culture in the county leaves no room change thus prolonging the implementation of change process.

Finally, the study revealed that the variable(Pearson correlation coefficient = -.713) and p-value (0.041 < 0.05) statistically, moderately and significantly correlated to effective strategic change management at 5%

level of significance as it had a negative relationship with the dependent variable. This reveals that organizational culture is important factors that need to be taken care of to effective strategic change management in the organization. This also reveals that the more the organization culture increases the more the decrease of effective strategic change management in the organization. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of organizational culture on effective strategic change management was achieved because it established that organizational culture influences negatively effective strategic change management

Conclusions

The study established that implementation strategy influence effective strategic change management in the organization. The study results strategic plan for implementation of the effective strategic change management; the organization had no proper systems approach of planning, scheduling of effective strategic change management. There was no adequate project team involved in implementation of the effective strategic change management.

Additionally, that lack of working capital in the organization affects the employees working facilities in the organization and respondents cited that lack of support due to inadequate resources in the institution affects the acceptance of change among. The lack of human and financial resources in organization slowed the adoption of change in the organization. Thus there was lack of adequate resources allocation in the county ended up

prolonging the implementation of change process. Lack of resources was another factor that hampered staff members from accepting change at the institution. This issue also affected employee's acceptance to change in the organization.

Apparently, lack of working capital in the organization also affected the employees' working abilities in the organization thus decelerating the change process. Thus, human and financial resources are essential for effective management of the change process in the institution

Further, the study established the leadership and governance can increase quality in effective strategic management; proper leadership and governance to can help increase the effectiveness of effective strategic management through employee involvement in the decision making process. There was lack of proper leadership and governance that could help increase the effectiveness of effective strategic management in policy making. Thus is lack of proper leadership in the county ended up prolonging the implementation of change management process.

Finally, to a great extent that organization culture such as employee norms and beliefs affected adoption of change process in the organization. The employees were not willing to leave their long time practices to adopt new changes in the organization. The members were hard to leave long their long time organizational dress, tools, organizational layout among others in the organization; all changes initiated were not well received by the team (stakeholders) in the organization. There was no unity where members pull apart hence hindering the change

management process. Thus the strong organizational culture in the county left no room for change thus prolonging the implementation of change management process in the county.

Recommendations

The study recommends for effective implementation strategy by ensuring the strategic plan includes proper systems approach of planning, scheduling of effective strategic change management. There is need to have adequate project team involved in implementation of the strategy for effective strategic change management in the county.

Additionally, the study recommends that there is need to ensure that there is adequate resources allocation by providing enough working capital in the organization and offer enough employees working facilities in the organization. There is need to have top management support by providing adequate resources in the institution. To provide human and financial resources in organization may increase the adoption of change in the organization.

Further, the study established the leadership and governance can increase quality in effective strategic management; proper leadership and governance by ensuring employee involvement in the decision making process is very crucial. The study recommends that there should be

proper leadership and governance that could help increase the effectiveness of effective strategic management in policy making. This will enhance the implementation of change management process in the county.

Finally, the organization culture such as employee norms and beliefs affected adoption of change management process in the organization. The employees should be encouraged to understand the importance of change and motivated to be willing to leave their long time practices to adopt new changes in the organization. There is need to encourage the employees to have unity where members pull together to boost change management process in the county.

Recommendations for Further studies

Since this study sought to establish the challenges hindering effective strategic change management in counties in Kenya, it was established that from literature review that there are scanty studies available on change management in counties specifically in Kenya. Therefore, study recommends for similar studies to be undertaken in other counties for generalization of the findings of this study. Additionally, the study did not tie the resistance to change with county performance. Thus, there is need to undertake another research to examine the effect of resistance to change on county performance.

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