



FACTORS INFLUENCING MANAGEMENT OF CHANGE IN PUBLIC SECTOR IN KENYA

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ABSTRACT

The public sector is a major player in the service delivery to citizenry, coupled with the public sector reforms; it remains an on-going policy objective for many countries including Kenya. Change management is critical in managing organizations in order to improve efficiency, service delivery and general performance of in such organizations. In Kenya, the public sector is undergoing reforms to have its administrative systems to better serve needs of the government and citizenry with improved delivery of public service [Hope, 2001]. The public sector has been dogged with serious challenges in attempt to manage change. In order to effectively manage change in the public sector, it is important to underscore the role played by, communication, leadership commitment and team work, and stakeholders' involvement in influencing management of change in public sector. The aim of the study was to establish the factors influencing management of change in public sector. A descriptive research design was adopted with the cross-sectional survey method involving 18 mainstream government ministries in Kenya was done. The data obtained was analyzed using descriptive and inferential statistical analysis. The study established that effective communication and strong leadership and team work factors significantly influences management of change in public sector. It recommends that the public sector must critically appreciate this positive role played by those factors in managing change and in so doing analytically examines the public sector transformation efforts to improve public sector performance and overall public service delivery in Kenya.

Key words: *Management Change, Public Sector, Kenya.*

INTRODUCTION

The public sector remains one of the key components of the government structure that has been undergoing tremendous reforms, thus the public sector reforms have become increasingly a common feature on public funds available. These reforms experienced have in one way been influenced by the current private sector reforms and also by values set by the new public management in relation to strategy and implementation.

Despite the fact that reforms have been taking place in the public sector, the process of change management has never been successful. Several factors are viewed to have influence on change management in public sector.

Communication, , leadership commitment and team work and stake holders involvement are attributed to be major factor influencing managements of changes in public sector in Kenya . Thus for effective implementation of the management practice in public sector, proper communication must be enhanced. Also employee's adaptability is addressed by enlightening them in advance through seminars, workshop, and offering training program to influence change management in institutions. Institutions in public sector implementing change management should enhance organization culture to influence success in change management practice. Further, institutions to instill technological systems that are compatible with change management. Change agents responsible for leading change management should strive to encourage others for excellence through employees own behavior and full recognition of high standards of behavior. Yabs [2010] points out that change management in the process of introducing change to an institution that assist it transition from the current state to desired future state involves introducing systematic and ground changes that are controlled and consciously

implemented .some of these change management practices in public sector includes rearrangement of jobs ,roles and structures it also includes re arranging systems since the process of change itself as an invocation[Cole,1997).since 1993, there have been study on change management in the main stream civil services through the launch of the civil services reform program (CRSP) which since at improving efficiency ,positively and performance in to civil service.[GOK ,2005)

Due to the need for effective and efficient public service in the public sector, there is a generalized sense that calls for an ultimate answer the challenges facing the public sector in managing change. As a result of the environmental turbulences and force of globalization, It is necessary that change management in the public sector are carried out.

Kenya has been undertaking public sector reform and transformation since mid 1960's thus the country has taken cognizance of both need for such ongoing reforms and transformation necessary essential to be but generally implement and applied of a current best practice in public sector.

Statement of the problem

Public sector all over the world has come under increasing pressure to increase efficiency and have improved service delivery. (Crawford, L Costello, K .Pullock J. Benthey.L. (1998). According to ECPDPM (2003],Public sector remains the largest sector in the economy in developing economics and a key vehicle for delivering development in Kenya within a framework crafted to realize economic and allocate efficiency, security, competitiveness and fairness. Chemengich (2013).

Change is inevitable continuous process that determines long-term direction and performance of organization to ensure careful formulation, effective implementation and continuous

evaluation of strategy taking place. Abramson and Lawrence (2001) Kotter[1995]Samuel[2003]. The Kenya Government since 1980's embraced strategic changes influencing Public Sector service delivery as anchored in Sessional paper No.1 of 1986 .GOK(1986) and those spearheaded by Breton Wood focused on cost containment and efficiency of service delivery. World Bank, (2003).some of changes by the government included restructuring, public service reforms, retrenchment and performance contracting.

Literature shows evidence of an empirical relationship between Government sector and productivity. Rodrik, (1996), Aschaver, D.A.(1989. Rusuell, [1997], Hope (2002), Walsh[1995],Walsh and Stewart [1992] .The challenge has been reviewing ends of organized efforts and advance goals towards better public service. Local studies focused on management of change on state – owned corporations where leadership, team work, training and effective communication influenced change management in such organizations. (Mwanza (2012), Atikiya and Nzulwa (2014) .The change has been partly successful in selected parastatals and, judiciary though we have little evidence in public sector. The success rate for most Organizational management programmes launched within organizations is poor with failure rate at around 70 %. (Balogun and Hailey (2008). Public Sectors have been imitating rightly or wrongly organizations seen as effective with focus at Organization changes on the sector .Studies suggest specific characteristics of Public Organizations make implementation of changes in Public Sector distinct from Private Sector. By and Maclead [2009] ,McNulty and Ferlie [2004]. Influence of specific context of public organization is crucial and claim of 'successful' change are often unreliable. Pettigrew [2000], Boyne [2006.] D'ortenzio.[2012] identified change initiators as influential in management change. The above contributions are limited to sectors of public organization leading us to study what happens in

public sector. This study therefore seeks to bridge this gap existing in the literature as it embarks to examine the factors influencing management change in Public Sector in Kenya.

Objectives of the study

The study seeks to address the main Objective which is to examine factors influencing management of change in public sector in Kenya: This was supported by the specific objectives which are to explain influence of communication and leadership commitment and teamwork on management of change management in public sector.

Research questions

- a. Does communication influence management of change in public sector?
- b. Does leadership commitment and teamwork influence the management of change in public sector?

THEORETICAL REVIEWS

a) Independent variables: communication

An open and effective communication system is vital in implementing change in organizations. Any organization that has "closed" communication channels, communication is not clear and ambiguous will find it hard or impossible to manage change. There has to be a well-crafted out communication strategy to inform those to be affected by change, those to implement and all those involved with change management in the organization. Communication allows understanding of the aim and role, goals of change in the organization and responsibilities of all actors. A higher level of communication quality in planning is crucial (Inkpen, 1996, Zama and Movando, 2001).

b) The independent variable: leadership commitment and teamwork

Leadership commitment calls for building strong relationship the can help organization weather unanticipated problems. This will help fight off conflicts within the organization. It will provide direction, more co-operation, and flexibility to accommodate conflicts views on change management. (Anderson &Narus, 1990; commings,(1984)

Conceptual framework

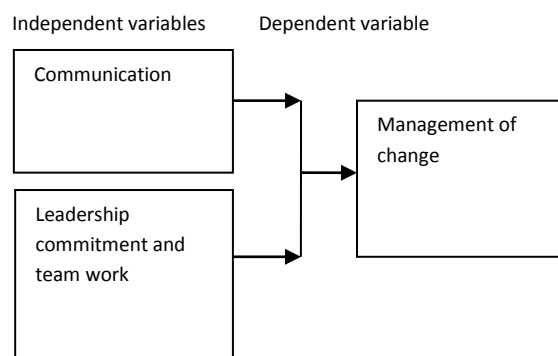


Figure 1 Conceptual framework

Empirical review

Previous studies on change management by Mwanza [2012],Nzulwa and Atikiya [2014], have mainly focused on studying public sector parastatals while others dealt with the judiciary and local authorities as they were previously known thus they have researched on the approaches of change management in relation to public organizations . The researchers concluded that those public institutions under study were able to an extent to effectively manage change as the case was in Kenya wildlife services and in judiciary. However the same was not replicated in other public organizations such as the Kenya telecoms corporations and the Kenya railways. Here, strong and effective leadership,

management efficiency on change management, open communication and feedback systems and general stakeholder's involvement were key in the success of change management strategies in those public organizations where they succeeded.

RESEARCH METHOLOGY

Research design

Research design refers to how a researcher puts a research study together to answer a question or a set of questions Orodho [2003] defines it as the scheme, outline or plan that is used to generate answers to research problems it can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. [kombo et al,2009,Kothari,2003]

This research used the positivist research paradigm .Descriptive research design and explanatory Design was used in the study since these tools allows the use of the gathered primary and secondary data. The research was guided by cross-sectional descriptive design, [mugenda and mugenda, 1999].

According to Kothari (2004) description studies allow facts finding as well as information with important principles of knowledge and solution as its major purpose is description of the state of affairs as it exists at present.

The design was appropriate since at allowed the use of research instruments like questionnaires', further; explanatory research design is suitable for those studies that seek to determine relationship between variables.

A descriptive research design is also appropriate as it is structure and is free from bias and represents data as it is.

Sampling and Sampling procedure.

Since the public sector organizations are well represented in the country; a simple random sampling was used in selecting the main stream public sector organizations (government line ministries) as it allows all members of a population to have an equal and unbiased chance of appearing in the sample,[Gay,1992].

For the case of this particular study, the primary data of the public sector organizations was obtained from the government printer. Republic of Kenya, the government ministries (GOK 2013)

All the heads of department and sectional head of respective government ministry departments at the sub –county levels of the selected government ministries were included in the study because they are the principal controllers of the organization affairs and their duties includes ensuring that the public sector organization at that level fully managed change whenever is required .the sub county of ministries department and sectors header are also aware of the government change management policy in their respective organization and are best placed to explain the process when needed.

The target sample comprises of 14 out of 18 public sector government ministries represented at the sub county level of Meru South in Tharaka Nithi and with a sample size of respective public sector

78% of the total population hence the selecting for representative results population refers to the aggregate of all elements defined prior to the selection of the sample.

All the public sector organization (ministries) were assigned random number and any 14 were picked from the 18.

The ministries matching the selected numbers therefore comprised the sample

The Head of departments and section headers were regarded as a suitable unit of analyzing since they are formulators and implementations of public sector organization management change at that level and are therefore better placed to give an authorized opinion on the factors influencing management of change

Research instruments, Data collection and Analysis.

Primary and Secondary data was used for the study .primary data was acquired by the use of questionnaires' which was self-administered to the respondents the questionnaires were self administered questionnaires' was considered as the most effective instrument to respondents as the cost of sampling the respondents appears to be lower and time taken to collect the data is shorter as most are self administered as target respondents were heads of departments and sectional heads in selected ministries.

The questionnaires were composed of close ended and open ended questionnaires. The questionnaires also provided semi-structured format. It is also easier is arranged for questionnaire how alternative methods like personal interviews. Closed ended questionnaire were used since they are easy to use, analyses and capture data. The questions used enhance consistency of response across all the respondents while the open ended questions on the other hand were aimed at helping to capture varied opinions of the respondents regarding the variables under invocation so as to come up with good research objectives .secondary data, questionnaire ,likert scale and open ended questions. Questions were standardized because all respondents were to be posed with exactly same question so as to avoid being affected by interpersonal factors. An interview schedule was drawn to collect data from selected respondents through the interview to enable researcher probe more .Questionnaires were developed ,pre -

tested and reviewed .They were then distributed and sampled for collecting data.

Questionnaires are questions which the researcher prepared to ask the respondents in order to come up with good research objectives. were developed pre-tested and reserved they were then distributed and sampled for collecting data questionnaires are question which the researcher prepared to ask repetitive in order to come up with good research objectives

Once the questionnaires' were received, they were coded and editing for complements and constancy only filled instruments by the respondents were used in the study.

The quantitative data collected was analyses using descriptive statistical package for social sciences (SPSS) version 20.0

The quantitative data was used to generate descriptive statistics such as the means, frequencies, graphs, pie-charts and standard deviations were calculated to summarize the data and establish correlation and regression models .Gupta [1996] asserts that this technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form. The qualitative information was used to augment the quantitative data.

The study also involved conduct of a correlation analysis to establish the relationship between the independent variables and dependent variable. This helped in answering the research questions and show degree of relationship between the independent and dependent variables.

A Pearson was used to determine if there was a significant association between factors influencing management of change in public sector[independent variable] and change management[dependent variable]

Regression analysis was used to find out if and independent variable predicts a given dependent variable.

Linear regression is an approach to model the relationship between scalar valuable Y and one or more variables denoted by X. It helps to evaluate the contributions of each in representation valuable is explaining the dependent valuable according to Fowler (2014).

When the other valuables are controlled the R square value was obtained for each valuable.

RESULTS AND DISCUSSION

Response rate

The researcher distributed 2 to 3 questionnaires each in every public sector line ministry at the sub county headquarters depending on the ministry size out of which 27 were completed and retrieved successfully representing 90% response rate while 3 were not returned.

Gender of respondents

Table I shows that 82.5 % of the respondents was male and 14.8% was female. This implies males occupy most Departmental and sectional heads positions in the public sector organizations.

Table 1: Gender

	Frequency	percent	Valid percent	Cumulative percent
Valid	23	85.2	85.2	85.2
Male	4	14.8	14.8	
Female	27	100.0	100.0	100.0
Total				

Age of respondents

Table 2 shows that 18.5% of the respondents were in the age category of 21-30 years which implies that the respondents are relatively young

and energetic who were the least and similarly those in age bracket of 31-40 also represented 18.5% however a majority of respondents were in age group of 41-50 representing 33.3% followed by those in age group of 51-60 represented by 29.6% implying bigger section of employees in public sector are almost retiring from service..

Table 2: Age of respondents.

	frequency	percent	Valid percent	Cumulative percent
Valid	5	18.5	18.5	18.5
21-30	5	18.5	18.5	37.0
31-40	9	33.3	33.3	70.4
41-50	8	29.6	29.6	100.0
51-60	27	100.0	100.0	
Total				

Level of education

Table 3 indicates the response in level of education whereby 29.6 % and 33.3% of the Heads of departments and section heads are diploma and bachelor degree holders respectively while 11% are masters degree holders, 25% having certificate qualifications and with none having PhDs. This shows that majority of the heads in public sector organizations are relatively well educated.

Table 3: Level of education.

	frequency	percent	Valid percent	Cumulative percent
Valid	7	25.9	25.9	25.9
certificate	8	29.6	29.6	55.6
Diploma	9	33.3	33.3	88.9
Bachelors	3	11.1	11.1	100.0
Masters	-	-	-	
PHD	27	100.0	100.0	

Total				
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Number of years of service

Table 4 shows the respondents Number of years of service in the public sector organization 37 % of the Heads of Departments and section heads of Department has worked for between over 30-years which signify high level of experience and appreciation of change management matters. 25.9% have worked for 1-5 years while those having worked between 10-20 and 20-30 years each is represented by 18.5% respectively. Those who have worked for between 1-5 years form a bulk of 25.9%.

The response rate was 90% while the factor thresholds of variables were above the threshold of 0.33 to values to be interpreted: Kothari (2005).

Table 4. factors ratings on change management

What is your rating of factors influencing change management in the public sector

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	14	51.9	53.8	53.8
communication	12	44.4	46.2	100.0
leadership	26	96.3	100.0	
Total	1	3.7		
Missing	27	100.0		
System				
Total				

The study revealed that 51.9% of participants agreed that communication is a major factor that influences management of change in the public sector followed by effective leadership with about 44.4% of respondents while 3.7 % of respondents did not participant in ranking.

The objective of the study was to examine factors influencing management change in public sector in Kenya.

Correlation Between influencing factors and Change Management

Correlation was used to analyze the degree of relationship between influencing factors with change management.

For the study the Pearson moment correction (r) was used to determine if there is a significant positive relationship and to show degree of what relationship between the two variables.

The table 4 below shows there is a positive significant linear relationship between influencing factors: communication and leadership commitment and team work with change management. With a pearson correlation of coefficient of 0.674 and a P- value of 0.02, these findings shows that influence factors significantly affect change management in public sector. These findings correspond and agree with research by Professor Josiah Aduda of university of Nairobi, Dean School of business in his entitled “factors influencing management of change in public sector organizations” which he presented during the 1st DBA international conference, 2015 which established the existence of a relationship between factors influencing management change and change management in public sector which recommended that proper communication networks be enhanced for successful change management implementation.

Table 4. Correlation, influencing factors of communication, strong leadership and team work and stakeholder’s involvement and change management.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.100E-014	.000		.	.
1 Communication	1.000	.000	.382	.	.
Leadership commitment and team work	1.000	.000	.285	.	.

a. Dependent Variable: Change management

Table 5 Coefficient (a)

This finding agrees with other studies that there is a positive and statistically significant association between influencing factors and change management

Paired Samples Statistics				
	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Communication	9.5185	27	2.77863	.53475
Leadership commitment and team work	10.0000	27	2.07550	.39943

Paired Samples Correlations			
	N	Correlation	Sig.
Pair 1 Communication & Leadership commitment and team work	27	.674	.000

Paired Samples Test

		Paired Differences				t	df	Sig. (2-tailed)	
		Me an	Std. Devi ation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pa ir 1	Communicati on - Leadership commitment and team work	- .481 48	2.0638 0	.39718	- 1.2978 9	.33493	- 1.21 2	26	.236

Regression Analysis between influencing factors and change management.

The researcher used regression analysis to find out if the independent variables (influencing factors) predicts the given dependent variable (change management)

Linear regression gives a statistic called coefficient of determination (R²) and this is used to evaluate the contribution of each of the independent variable in explaining the dependent variable.

Here below table II shows that influencing factors (communication and leadership commitment and team work) has an R square of 0.972. This means that it is 97.2% perfect with about 2.8% errors explained by other factors. The above standardized coefficient represented by 0.382 for communication implies that it contributes about 38.2% to explain factors contributing to change management while 0.285 for leadership commitment and team work implies that it contributes about 28.5% to change management. While the remaining 0.028 representing about 2.8% accounting for the error terms or variations and explanations brought about by factors not captured in the objectives. This by extension implies that factors of effective communication, strong and effective leadership and team work and stakeholder's involvement influences change management if efficiently and effectively used. Further, a regression of the two independent

variables of communication and leadership will yield about 66.7% approximated as 67% that is 0.382 for communication and 0.285 for leadership to give a total of 0.667 meaning that 67% of these two variables explain the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	0.972	1.000	.00000

a. Predictors: (Constant), Leadership commitment and team work, Communication

- Prediction (constant) influencing factors Of communication, strong and leadership commitment and team work.
- Dependent variable change management

As shown on table III below on the test of significance the P-value of 0.002 is less than the level of significance of 0.05 and this shows a significant linear relationship between factors of communication and leadership and team work influencing and change management. This implies that the above factors significantly affect change management.

Table III : ANOVAs

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1374.741	3	458.247	.	. ^b
Residual	.000	23	.000		
Total	1374.741	26			

a. Dependent Variable: Change management

b. Predictors: (Constant), Leadership commitment and team work, Communication

From the regression findings as shown in the table IV below the substitution of the equation

$Y = B_0 + B_1x_1 + B_2x_2 + e$ becomes

$Y = B_0 + 0.382x_1 + 0.285x_2 + e$

Where Y is the dependent variable (change management), and X is the independent variables (influencing factors) in which B_{x1} is communication, and B_{x2} is leadership commitment and team work.

From this data, when influencing factors of communication and leadership and teamwork are introduced, change management improves. From this table, B_0 is 1.00 units which can be interpreted to mean that when there is change of 1 unit in the model, communication will have cause a positive B-value of [0.382] while leadership commitment and team work will have a positive B-value of [0.285] indicating a positive relationship. Thus, the B-values tell to what degree each predictor affects the outcome. The value $B_1=0.382$, indicates that as communication increases by 1 unit, change management moves by 0.382 units.

Also the p-value tells to what degree each predictor affects the outcome. The value $b_1=0.382$ indicates that as influencing factors [communications] increase by 1 unit change management improves by 0.382 units. With a confidence level of 95 %, $\alpha=0.05$ which is 5% and the degree of freedom =3 meaning that 27-1=26 that is all the 27 questionnaires were captured in the study. These findings agree with other studies that there is a positive and statistically significant association between communication, leadership and team work and stakeholder's involvement and change management. [Comings, 1984, Movando et al, 2001, Mwanzia, 2012 and Nzulwa, 2014].

CONCLUSION AND RECOMMENDATION

Conclusions

The study sought to assess the factors influencing management change in public sector in Kenya. From the findings, the study concludes that factors of effective communication, strong leadership and team work and stakeholder's

involvement significantly affects change management. This is because it has a Pearson correlation of 0.674 and a p-value of 0.002 which shows a significant correlation between the influencing factors of change management. The R-square value of 0.972 shows that the independent variables contribute about 97.2% to change management while 0.028 equivalent to 2.8% is attributed to other factors or errors not captured in the model.

Recommendation

Change management of public sector in Kenya should be viewed as long journey towards a more perfect responsive, effective, and efficient system of service delivery and performance therefore:

- i) There is need to appreciate role played by teamwork and leadership commitments and communication in change management in public sector
- ii) Leadership should be committed to effectively make change in public sector. This involves use of effective and open communication and capacity building: training of statistics in order to build consensus to support management. It is evidence that change management in public sectoring Kenya is greatly influenced by the factors discussed in the study. It follows that the public sector can effectively make change when those factors are greatly appreciated. Information from the analysis should be used by the government to address challenges which have been withered change managements in public sector. This will help the public sector to effectively make change. Though not obvious effective change management will lead to increased good organization performance in terms of service delivery and priority in the public sector

In the view of the foregoing conclusion; this study had made recommendation that if well considered we can have positive results on how public sector manages change

Suggestions for further research

The study recommends further research on the influence of making a model of leadership to determine its impact on change management in public sector. This research

was as effort that mainly focused on the main stream government ministries as part of the public sector and excluded the devolved authorities, Parastatals and judiciary hence the findings cannot be replicated in the entire public service sector or in the private sector. This study would probably have yielded different results if the data were collected in the entire public service sector which involved Parastatals, devolved units, and judiciary. This is areas researchers might like to explore.

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