



**INFLUENCE OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON THE PERFORMANCE OF KENYA PORTS  
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**ABSTRACT**

*In working environment, change is ever-present and every organization needs a strategy in place to make sure that the future changes will be managed properly. The success of strategic change will depend not only on an organization's ability to implement new structures and processes, but also on the organization's ability to convey the new mission and priorities to its many stakeholders. This research project aimed at assessing the influence of strategic change management practices on the Performance of Kenya Ports Authority. This study investigated Kenya Ports Authority's strategic change management practices employed, identified the driving forces, and determined whether the practices adopted impacted on their Performance. The specific objectives were; to investigate the influence leadership style on the Performance of Kenya Ports Authority; to establish effects of staff involvement practice on the Performance of Kenya Ports Authority; to establish the influence of employee training practice on the Performance of Kenya Ports Authority and lastly to determine Influence of communication feedback practice on the Performance of Kenya Ports Authority. The research was anchored on two theories; Kurt Lewis Theory of Change and Kotter's 8 Step Change Model. The descriptive research design was adopted in this study. Target population included all management employees at the Kenya Ports Authority. Stratified random sampling was used to identify staff to be relied upon among the selected departments and 95 employees were used for the study. Questionnaires were used to collect the Primary data. Reliability analysis was used to assess internal consistency among the items of the variables of study. The reliability of the study measures was assessed by computing Cronbach's Alpha coefficient for all items in the questionnaire and the overall assessment was given. Organization performance had Cronbach's Alpha value of 0.834; Leadership Style 0.763; Employee Involvement practice 0.791; Training Practice 0.831 and Communication feedback 0.923. Cronbach's Alpha coefficients were greater than 0.7 that implied the internal consistency of the self-administered questionnaire yielded reliable data for the study (Sekaran and Bougie, 2010). The strategic change management practices that include; leadership style, employee involvement, training and communication feedback had a positive and significant influence on the performance of the Kenya Port Authority.*

**Key Words:** *Strategic Change Management, Leadership Style, Communication Feedback, Performance of Kenya Ports Authority*

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## INTRODUCTION

Global changes have made most Organizations face increased competitions due to increased demands for diverse services at cost effective prices. There are gradually more compounded consumer demands, changing global regulatory regimes (Barasa, 2016). The main reason behind this is advanced information and communication technology that in line lead to democratization of economies and liberalization of economies in the world. Standard of living changes, technology, regulations, internationalism and personnel expectations are the key reasons of change in the public organizations (Hellriegel et al, 2001).

Kreitner and (Kinicki, 2013), for organizations to endure in competitive environments they have to flexible services that satisfy changing customer and market demands. Schabracq and Cooper (2000), observed that internal forces for change include manpower and behavior that reflect their dissatisfaction for instance staff turnover. Pearce and Robinson (2007) viewed strategic management as a way of identifying an organization's objectives and planning to implement policies with the apportioned resources. Strategic change management is the process of ensuring that organizational objectives are attained by enabling change in a calculated way. According to Armstrong (2009,) Change Management necessitates the Plans and strategies to be laid down that are aligned to the organization objectives and to change with the changing external environment. Change management is the process of understanding and appreciating employee sentiments and responses to improve their performance in an Organization. The Organizational structure should facilitate change socially, financially and productivity. Change management involves identifying organizational strengths and weaknesses and determining the changes and the stages to be followed by change agents for the change to be successful (Hayes, 2007).Olive (2009) concluded that the success of change is when all the employees are made to own the changes in the organization and facilitate in

change process. Senior and Fleming (2006) observed the future and how it will affect people and their willingness to change within organizations. For change to be effective, staff will require skills through training.

Rose and Lawton, (1999) observed that changes in the service sector is necessitated by demand for effective services, routine assessment integrities and market forces which can be facilitated by Strategic change management practices. Ericsson Company focused on Strategic change management that lead to the transformation of Ericsson from 3G to 4G through Kotter's eight steps Change Model (Kotter, 1996). Ericsson is a global company that gives the top Expertise in communications networks, mobile phone support services. The company is growing with demand of Information and Communications Technology (ICT) sector and this in turn makes it a key solution provider. Ericsson, (2013) asserts that as company like other companies in the world, they have been thriving for change, in order to overcome the external forces the company has invested in innovation in technology. Change management was facilitated by employee training through a program they run on Ericsson program & Change Management (Ericsson, 2013). Global competitions lead to the company to offer better services by providing the 4G systems; this is the latest generation of mobile phone communication technology standards. Ericsson services include applications in smart phones, mobile phone network management and software on videos and television.

Kenya Ports Authority is a parasternal within the Ministry of Transport and Infrastructure. Its main mandate is to facilitate port operations in Kenya. KPA company face increased customer demands in service delivery therefore for it to remain efficient, the Kenya Ports Authority Management Board has to ensure that it plans for strategic change management to position itself for long-term competitive advantage in order to survive and be profitable. Due to global competition from other ports which have modern equipment and

programmed workforce dictated change in KPA. KPA started its Change plan in 2000 by application of SAP and change of organizational structure and work an example of cost cutting measures include the biometric clocking system was connected to SAP so that the management can track working hours. Like other Public sector organizations that have been facing resistance in implementation of change due to their structured way of operation ,the management faced resistance from the workers which lead to strike of more than 5,000 workers.

**Specific Objectives of the Study**

- To investigate the influence leadership style on the Performance of Kenya Ports Authority
- To establish effects of staff involvement practice on the Performance of Kenya Ports Authority

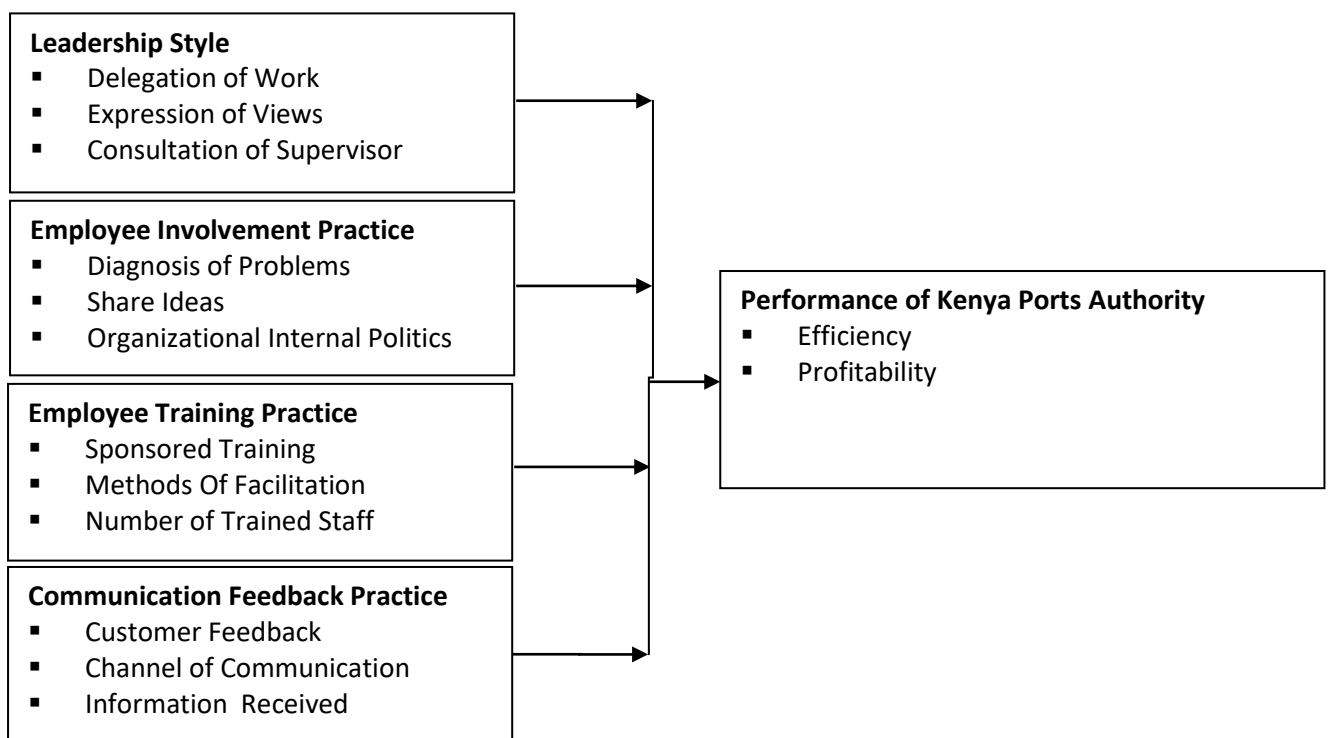
- To establish the influence of employee training practice on the Performance of Kenya Ports Authority
- To determine Influence of communication feedback practice on the Performance of Kenya Ports Authority.

**LITERATURE REVIEW**

The study adopted the Kurt Lewis Theory of Change and Kotter’s 8 Step Change Model

**Conceptual Frame work**

This is an illustration of how variables relate to each other. This comprises of the independent variables that includes: Leadership style, employee involvement, communication Feedback and employee training. Dependent variable will be Organization performance.



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

Source: Researcher (2022)

### **Influence of leadership style on the Performance of Kenya Ports Authority**

Katz and Khan (1978) define leadership as the influential incoherent over and above mechanical compliance with routine directives of the organization. It is a process whereby one person influences others to do something of their own volition not because of fear of the consequences of non-compliance or because it is required. According to Aristotle's view of leadership, it is above skills, above the awareness of assumptions and beyond the diagnostic ability. It is the aptitude of the followers to handle the situation ethically and productivity depending upon their knowledge, skills, expertise, experience, sensitivity and insight vision.

Leadership in organizational dynamics allows greater organizational flexibility and responsiveness to environmental changes provides a way to coordinate the efforts of diverse groups within the organization and facilitates organization membership and personal needs satisfaction. Barasa (2009) asserts effective leadership depends upon the leader's skills in giving appropriate emphasis to a particular area at particular times. For leader to manage effectively he should be aware of the nature of the task, the group and its individual members, the environment and particularly the self-awareness of himself. Koontz (2007) define leadership as the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. Guidance on performance is imperative for improving an Organization's output. Stodgily (1990), leadership is influence by a person who to assist a group to reach a set goal. Leadership is the process of motivating others to work to meet specific objectives (Griffin, 2006). Fry (2003) observed that operative governance is an imperative ground of organization growth for it to maintain competitive advantage to improve the performance of an Organization (Rowe, 2001).

Zhu, Chew and Spengler, (2005), a transactional leader is someone who follows order and structure

and influences people to complete objectives in an organized way. Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends. Transformational leader is a person that leads to personal and social systems this at the end converts followers into leaders. This type of leadership boosts morale and performance of followers through various mechanisms.

### **Influence of Employee Involvement Practice on the Performance of Kenya Ports Authority**

Staff involvement entails allowing people to contribute in giving opinion of problems detected. Participation means that staffs at all ranks are able to sit round the table and exchange ideas. Staff participation in organization decision help in adding more ideas that contribute towards staff welfare, (Glew, LearyKelly, Griffin, and Van Fleet, 1995) Staff involvement in Organization decision making motivates staff since they feel valued , to enhance the staff decision making employee needs training, information and rewards system.

Alsughayir (2016) examined the influence of employee participation in decision-making on firm performance in Saudi Arabia's manufacturing sector; the study found out that the higher the level of employee participation in decision-making, the higher the level of firm performance. Employee involvement in decision-making creates a sense of belonging among workers and an agreeable environment in which both management and employees willingly contribute to healthy relations (Noah, 2008). Chimaobi and Chikamnele (2020) carried out study on the employee Participation in Decision Making and its impact on Organizational Performance. The result from the research showed that employee participation in decision making has positive effect on organizational performance. Research by Management Study Guide (2016) noted that, Employee Participation has promoted the level of individuals' satisfaction on the job.

IJSBAR, (2014) observed that the Japanese turnaround in quality was facilitated by worker

training, staff participation, and organization delegation of duties and concern for excellent good and services. This strategy ensures inclusion of employees in facilitating change in an Organization which is embraced by staff since they feel part of the change and reduces resistance. Rureri et al; (2017) assessed the role of employee involvement practice in selected steel manufacturing firms in Kenya and its effect on financial performance of the organizations. The study concludes that employee involvement practice contributes significantly to the performance of Steel Manufacturing companies in Kenya. Motivated, committed and involved employees are eager to participate in and contribute to continual improvement within the organization. In the drive towards a quality management, top management should adopt McGregor's Theory Y that contributes to successful long-term relationship with employees (Prottas, 2016).

#### **Influence of Employee Training Practice on the Performance of Kenya Ports Authority**

Abeba, Misele and Lemessa (2015), opines that training is a process of conveying a precise skill to perform a particular job. It is an educational activity aimed towards the attainment of specific skills and knowledge for the intention of a task (Atieno, 2015). Employee training enables people to acquire new knowledge, learn new skills and perform tasks better. Training designs summarize all that is required in training to enable the trainee, upon completion, to perform efficiently. Employee performance depends on various factors which in this case includes training.

Employee training plays a crucial role in ensuring that staffs in an organization have the desired skills and knowledge for better discharge of the assigned duties to attain desired organizational objectives (Onditi et al; 2018). Training of employees gives the Organization competitive advantage as it provides essential skills and knowledge that in turn increases staff productivity (Swart et al; 2005). Skills and knowledge leads to a thoughtful and participation of staff in facilitating change to a new state, in

addition to that training leads to increased confidence due to the knowledge acquired. Employee training not only provides better performance but enhances individual satisfaction in terms of self-actualization hence reduces turnover rates.

Armstrong (2000) highlighted the importance of organizations in identifying the staff training needs and Gilmore (2009) asserts that training divided into two categories: on the job training and off the job training. External training is done outside work place mostly in colleges or in places outside work designated for training. Kempton (2012) observed that training in a secluded place or outside work environment bring up new ideas and experiences which challenge the employee and leads to better performance at work and in the end better organization output. Gilmore (2009) argues that training effectiveness relies on knowledge needed by workers and effectiveness of transmission of learning content to learners. Nickson (2009), states that on the job training is cheaper and highly effective in integrating employees into teams. Al-Nuseirat and Biygautan (2014), asserts that organizations that strive to remain competitive are required to equip their employees with the relevant skills as this will encourage them to be creative and innovative thus permitting them to contribute to the organization's overall success and excellence in service delivery

#### **Influence of Communication Feedback Practice on the Performance of Kenya Ports Authority**

Communication refers to the process by which information is transmitted and understood between two or more people (McShane & Von Glinow, 2005). It is the process by which information is intentionally or unintentionally exchanged between individuals. Communication can make employees feel that they are valued and that they are an important part of the business. Employees that are highly motivated are more likely to communicate more openly with management by putting forward suggestions or ideas, listening to advice and contributing their own opinions (Kinicki&Kreitner,

2006). Communication during change process reduces resistance uncertainty and confusion and develops understanding towards change (Mentó et al., 2010). Information is vital for change process to update, motivate and coordinate and managing employee expectations (Heracleous and Langham, 1996).

Communication strategy articulates, explains and promotes a vision and a set of well-defined goals. Managers need to facilitate communication to all staff this will in turn ensure that communication on change is implemented. Communication should help in facilitating the change in behavior for the purpose of achieving management objectives. The role of feedback is to positively influence the change process (Mentó et al., 2010) Communication feedback in an Organization is imperative in informing administration on extent of change by its stakeholders. Ford and Ford (1995) observed that if change is not communicated, the result in the change will be perceived as less successful. The communication channel should be effective to ensure that all staff get communication, therefore the team in charge of change should be influential in the Organization to facilitate the exercise. Effective communication is a fundamental aspect of job performance and managerial effectiveness as it plays a very important role in an organization.

Effective communication cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction (Karimi, 2013). LeighRichards (2010) acknowledges that effective communications help to establish clear expectations for employees and perhaps

surprisingly, for customers as well. For employees, clear expectations will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback.

## METHODOLOGY

**Research Design:** The study adopted a descriptive research design that enabled the researcher gather information exhaustively on the subject matter. The descriptive approach was appropriate for this study not only in validating finding but also in the formulation of knowledge and providing solutions to the problems. Descriptive design studies have a wide variety of solution in policy implementation, finding solutions to major problems that affect organizations fact findings (Orodho, 2003). Descriptive research design was the most appropriate to describe answers to questions of who, what, where, and how (Burns 1978). This design was applicable because it allows simpler interpretation of data and ensured that the researcher addressed the research problem. This study was conducted using a case study.

**Target Population:** Kumar (2011) defines study population as those individuals who provide information required to answer questions and or test hypotheses of the study. This is a definition of a whole component of the research study with similar characteristics, Mugenda and Mugenda (2013). The target population in this study was 950 employees who were working as Senior Managers, Middle level managers and supervisors at the Kenya port Authority as shown in table 1.

**Table 1: Target Population**

Class	Target Population
Senior Managers	50
Middle level Mangers	350
Supervisors	550
<b>Total</b>	<b>950</b>

Source: KPA, HR (2022)

### Sample and Sampling Procedure

Kombo and Tromp (2006), define a sample is a finite part of a statistical population whose properties are studied to gain information about the whole population. This is a representation of a statistical population; its characters are observed to give a reflection of the entire population. According to Baran and Jones (2016), a sample is a finite part of the population to be studied and gain information that is representative of the whole population.

Sampling Technique is the process of choosing set of elements used in a research study to show a

reflection of the total population that was used. To get the number of staff that was used, a sample was picked from the target population by means of stratified random sampling. According to Orodho (2005) stratified sampling is used where there might be a reason to judge that some particular characteristic of the sample members is of such importance that it is necessary to impose further control over how it is distributed or represented in the sample. The respondents at the Kenya port Authority were categorized as Senior Managers, Middle level managers and supervisors. The table 2 showed how a sample size was arrived at;

**Table 2: Sample size**

Category	Target Population	Sample size (10%)
Senior Managers	50	5
Middle level Mangers	350	35
Supervisors	550	55
<b>Total</b>	<b>950</b>	<b>95</b>

Source: Researcher, (2022)

**Data Collection Method:** The collection of data primary data involved the use of structured questionnaire that was administered to each of the sampled respondents to generate quantitative data. A five point Likert rating scale was used to measure all variables. The lowest rating of 1 signified a low opinion by the respondents while a high rating of 5 signified a high rating by the respondents. Questionnaires are a good method because they provided the clarifications sought by respondents and they can be collected immediately after they are completed.

**Validity and Reliability of Research Instrument:** Validity shows correctness of apparatus for the study through objective questions in the questionnaire. Mugenda and Mugenda (2013) argued on legitimacy and consistency of data

collected is determined by instruments used in collection. Pilot test assist to detect and amend any vague questions. To establish validity, the researcher used triangulation and respondent validation. Triangulation refers to the attempt to get a true fix on a situation by combining different ways of looking at the findings. Data triangulation and involves the use of a variety of data source.

Reliability refers to consistency of results measured by the instrument. In this study the experienced external experts from both academic and industrial aspects were used to assess the reliability of the study. Churchill (1979) argues that external experts can become an important source of knowledge and better judgment. The Cronbach's alpha was conducted to assess the reliability of each scale. Alpha values over 0.7 indicate that all scales can be considered reliable (Nunally, 1978).



**Table 3: Cronbachs Alpha Reliability Coefficients**

	Cronbach's Alpha
Organization Performance	.834
Leadership Style	.763
Employee Involvement Practice	.791
Training Practice	.831
Communication Feedback Practice	.923

Source: Researcher, (2022)

**DATA ANALYSIS AND DISCUSSION**

**Influence of Leadership Style on the Performance of Kenya Port Authority**

From the descriptive analysis as shown in Table 4, Majority of respondents with the ( Overall mean score= 1.94, Sd=0.71) indicating that participants were in support that Leadership Style had influence on the Performance of Kenya Port Authority. Majority of respondents agreed that Manager gives

their staff freedom of expression (mean score= 2.20, Sd=0.84), Supervisors consult staff in decision making in my department (mean score= 2.16, Sd=0.78) and finally majority of them strongly agreed that their Supervisor encourages delegation of work in their department (mean score= 1.46, Sd=0.51) and which significantly has influence the Performance of Kenya Port Authority.

**Table 4: Descriptive Statistics Leadership Style**

Statement	N	Min	Max	Mean	Std. Devi
My supervisor encourages delegation of work	83	1.00	2.00	1.46	.51
My manager gives freedom of expression	83	1.00	5.00	2.20	.84
Supervisors consult staff in decision making in my department	83	1.00	4.00	2.16	0.78
<b>Overall Mean Score</b>				<b>1.94</b>	<b>0.71</b>

Source: Researcher, (2022)

The study sought to examine Influence of leadership style and performance of the Kenya Port Authority. The findings as shown in table 5, revealed that there is a strong positive relationship

between leadership styles and performance of Kenya Port Authority with  $r=0.66$  at significance level of  $p=0.015$ .

**Table 5: Pearson’s Correlation Coefficient of Leadership Style and Organizational Performance**

		Performance of KPA	Leadership Style
Performance of KPA	Pearson Correlation	1	.66
	Sig. (2-tailed)		.015
	N	83	83
Leadership Style	Pearson Correlation	.66	1
	Sig. (2-tailed)	.015	
	N	83	83

Source: Researcher, (2022)

The findings in table 4 and 5 are in conformity with study by Kwenze (2011); Kipkemoi (2010); and Kabetu and Iravo (2018) who have linked strategic leadership and performance of organizations. This

strategy was embraced ensuring there was delegation of duties, there is leadership liberty, freedom of expression is encouraged and in staff meetings, there is open communication within the

management, consultation in decision making is practiced and finally dialogue is with the managers is exercised.

Leadership plays critical role in determining the success and failure of strategy practice (Gopinath, 2013). Leadership should always begin and end with the organization’s strategy and objectives in mind. According to Salob and Greenslade (2005) the best organizations for leaders are those that are consistently executing on the strategies that make for good leadership development and actualization of organizational goals.

**Influence of Employee Involvement Practice on the Performance of Kenya Port Authority**

From the descriptive analysis as shown in Table 6, Majority of respondents with the (Overall mean score= 1.84, Sd=0.74) meaning that all the respondents in the study agreed that employee involvement influenced the performance of Kenya Port Authority. Majority of respondents strongly agreed that Staffs are involved in diagnosis of problems in my department (mean score= 1.46, Sd=0.63) and also agreed that everyone in their department is encouraged to share ideas in decisions making (mean score= 1.73, Sd=0.70) and finally with (mean score= 2.33, Sd=0.89) majority of them agreed that Employee involvement has reduced Organizational internal politics

**Table 6: Descriptive Statistics for Employee involvement Practice**

	N	Min	Max	Mean	Std. Devi
Staffs are involved in diagnosis of problems in my department.	83	1.00	3.00	1.46	.63
Everyone in my department is encouraged to share ideas in decisions making.	83	1.00	3.00	1.73	.70
Employee involvement has reduced Organizational internal politics.	83	1.00	4.00	2.33	.89
<b>Overall Mean Score</b>				<b>1.84</b>	<b>0.74</b>

Source: Researcher, (2022)

The study sought to examine Influence of Employee involvement Practice and Performance of the Kenya Port Authority and from the result showed in the table 7, that there is positive and significant correlation between employee involvement practice and Performance of the Kenya Port Authority with  $r= 0.45$  at significance level of  $p=0.032$ . The analysis showed that when employees get involved with organizational activities, they feel

that their participation is important and when they set goals together with top management, they work hard to achieve them. This strategy involved problem solving, employee involvement in decision making, enhanced internal communication, reduced internal politics. The implementation of this strategy was done by involving staff in decision making in the Organization.

**Table 7: Pearson’s Correlation Coefficient of Employee Involvement Practice and Performance of the Kenya Port Authority.**

		Performance of KPA	Employee Involvement Practice
Performance of KPA	Pearson Correlation	1	.45
	Sig. (2-tailed)		.032
	N	83	83
Employee Involvement Practice	Pearson Correlation	.45	1
	Sig. (2-tailed)	.032	
	N	83	83

Source: Researcher, (2022)

**Influence of Training Practice on the Performance of Kenya Port Authority**

From the descriptive analysis as shown in Table 8, Majority of respondents with the(Overall mean score= 1.53, Sd=0.62) indicating that all participants in the study agreed that training practice has influence on the performance of Kenya Port Authority. The majority of respondents strongly

agreed that the trainings they received helped them in improving their job performance with (Mean score= 1.39, Sd=0.63); while majority agreed that they have been sponsored for training by their organization (Mean score= 1.53, Sd=0.63) and lastly the number of Trained staff has increased in my organization (Mean score= 1.66, Sd=0.61).

**Table 8: Descriptive Statistics for Training Practice**

	N	Min	Max	Mean	Std. Deviation
The trainings received has helped in improving my job performance	83	1.00	3.00	1.39	.63
I have been sponsored for training by my organization	83	1.00	3.00	1.53	.63
The number of Trained staff has increased in my organization	83	1.00	3.00	1.66	.61
<b>Overall Mean Score</b>				<b>1.53</b>	<b>0.62</b>

Source: Researcher, (2022)

The study sought to Analyze Correlation Coefficient of Training Practice and Performance of Kenya Port Authority as shown in the table 9, the result revealed that there is strong positive correlation

between Training Practice and the Performance of Kenya Port Authority with  $r=0.526$  at significance level of 0.041.

**Table 9: Pearson’s Correlation Coefficient of Training and Performance of Kenya Port Authority**

		Performance of KPA	Training Practice
Performance of KPA	Pearson Correlation	1	.526
	Sig. (2-tailed)		.041
	N	83	83
Training Practice	Pearson Correlation	.526	1
	Sig. (2-tailed)	.041	
	N	83	83

Source: Researcher, (2022)

**Influence of Communication feedback Practice on the Performance of Kenya Port Authority**

From the descriptive analysis as shown in Table 10, Majority of respondents with the(Overall mean score= 1.71, Sd=0.71) indicating that the majority of research participants agreed that Communication feedback practice influence the Performance of Kenya Port Authority. The

majority of respondents agreed that the management analyze all the information received with (Mean score= 1.66, Sd=0.72); encourage staff and customer to give feedback (Mean score= 1.73, Sd=0.70) and organization uses clear channels of communication to our staffs and customers (Mean score= 1.73, Sd=0.70)

**Table 10: Descriptive Statistics Communication feedback Practice**

	N	Mini	Maxi	Mean	Std. Deviation
Our management encourage staff and customer to give feedback	83	1.00	3.00	1.73	.70
Our management analyze all the information received	83	1.00	3.00	1.66	.72
Our organization uses clear channels of communication to our staffs and customers	83	1.00	3.00	1.73	.70
<b>Overall Mean Score</b>				<b>1.71</b>	<b>.071</b>

Source: Researcher, (2022)

The study sought to Analyze Correlation Coefficient of Communication Feedback Practice and Performance of Kenya Port Authority as shown in the table 11, the study findings revealed that there was positive relationship between communication feedback practice and Performance of Kenya Port

Authority with  $r=0.401$  at significance level of  $p=0.013$ . The analysis showed that when there is proper channel of communication, top management will know the expectations of the employees and the problems they are facing.

**Table 11: Pearson's Correlation Coefficient of Communication Feedback Practice and Performance of KPA**

		Performance of KPA	Communication Feedback Practice
<b>Performance of KPA</b>	Pearson Correlation	1	.401
	Sig. (2-tailed)		.013
	N	83	83
<b>Communication Feedback Practice</b>	Pearson Correlation	.401	1
	Sig. (2-tailed)	.013	
	N	83	83

Source: Researcher, (2022)

This finding was found to be consistent with that of Barrett (2002) who similarly found that launching a planned communication strategy for the purpose of informing on timely basis the organizations' employees is a prerequisite for fruitful feedback and eventual success of the change process. Consequently, as Kanter *et al.*, (2012) found out, early involvement of managers will enable them to translate the general goals of organizational change efforts into specific departmental objectives. This was because, as was found, organizational transformation often implies a change in the tasks of line managers, their personal leadership style and their social relations with subordinates.

A well-defined organizational structure that fosters good communication channel during the change process will need to be put in place. In addition, the

need to involve all the staff and other external groups that facilitate a successful change process will be consistent with the views of Galup *et al.*, (2019) who note that in order to succeed; strategic change management must be carried out properly by ensuring that all stakeholders are included in the process from the beginning. They point that change identification, engaging the people, support of top management, making a communication a top priority, time and line leadership are essentials for effective change management.

#### **Performance of Kenya Port Authority**

The researcher aimed at measuring the performance of Kenya Port Authority. From the descriptive analysis as shown in Table 12, Majority of respondents strongly agreed that the performance of Kenya Port Authority has

improved as a result of implementation of the strategic change management practices with (Overall mean score= 1.29, Sd=0.43). The majority of respondents strongly agreed that

the efficiency of the Kenya port Authority has increased with (Mean score= 1.33, Sd=0.35) while Net profit for the Kenya port Authority has gone up (Mean score= 1.46, Sd=0.51)

**Table 12: Descriptive Statistics Performance of Kenya Port Authority**

	N	Mini	Max	Mean	Std. Deviation
The efficiency of the Kenya port Authority has increased	83	1.00	2.00	1.13	.35
Net profit for the Kenya port Authority has gone up	83	1.00	2.00	1.46	.51
<b>Overall Mean score</b>				<b>1.29</b>	<b>0.43</b>

Source: Researcher, (2022)

### Regression Analysis

The researcher did a regression analysis and in the table 13, the independent variable that included Leadership Style, Employee Involvement Practice, Training Practice and Communication Feedback Practice explained 21.2% of the performance of Kenya Port Authority with  $R^2 = 0.212$ . The model of this study was statistically significant with p-value

$p = 0.0435 < 0.05$ ). The R-squared was 0.212; meaning that approximately 21.2% of the variability of strategic change management practices was accounted for by the variables in the model. With 21.2% of the variability, this implied that the 78.8% of the performance of Kenya Port Authority was influenced by other factors that were not considered in this study.

**Table 13: Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	sig
1	.460 <sup>a</sup>	.212	.300	0.985	.0435

a. Dependent Variable: Performance of Kenya Port Authority

b. Predictors: (Constant), Leadership Style, Employee Involvement Practice, Training Practice, Communication Feedback Practice

### ANOVA Analysis

The researcher conducted the ANOVA analysis to determine the influence of the strategic change management practices on the performance of Kenya Port Authority. The results were as shown in table 14, ANOVA test results that indicates that the

predictors variable leadership style, employee involvement, training practice and communication feedback practice have significance influence on the performance of the Kenya Port Authority at confidence level with ( $p = 0.0435 < 0.05$ ).

**Table 14: ANOVA<sup>a</sup> Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.543	3	.181	.985	.0435 <sup>b</sup>
	Residual	14.64	80	.183		
	Total	15.183	83			

a. Dependent Variable: performance of Kenya Port Authority

b. Predictors: (Constant), Leadership Style, Employee Involvement Practice, Training Practice, Communication Feedback Practice

### Regression Model Analysis

Table 15 shows regression analysis table. Regression results shows that the leadership style,

employee involvement practice, training practice and communication feedback practice are positive to Performance of the Kenya Port Authority.

**Table 15: Regression Model Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	2.098	.567		.003
Leadership Style	.023	.110	.058	.000
Employee Involvement Practice	.206	.138	.435	.000
Training Practice	.053	.333	.048	.001
Communication Feedback Practice	.042	.354	.356	.023

Source: Researcher, (2022)

The multiple regression equation was  $Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon$  and after analysis, regression model analysis gave the following equation for the current study.

$$Y = 2.098 + .023X_1 + 0.206X_2 + 0.053X_3 + 0.042X_4 + \epsilon$$

Y = Performance of the Kenya Port Authority;  $\alpha$  = Intercept/Constant;  $\beta$  = x's slope/coefficient;  $X_1$ = Leadership Style;  $X_2$  = Employee Involvement Practice;  $X_3$ =Training Practice and  $X_4$ = Communication Feedback Practice

### Summary of the Findings

Kenya Ports Authority facilitate port operations in Kenya and it's faced with competition from other ports and this dictated change in KPA therefore the study in this organization is relevant with the intention of providing strategies for change management practices at KPA. The strategic change management practices employed in this study entails Leadership style, employee involvement practice, and Training practice and communication feedback practice. It was established that strategic change management practices employed influenced the performance of the Kenya Port Authority at confidence level with ( $p= 0.0435 < 0.05$ );

The study found out that Leadership Style has influence on the Performance of the Kenya Port Authority with Overall mean score= 1.94, Sd=0.71). Majority of respondents agreed that Manager gives their staff freedom of expression (mean score=

2.20, Sd=0.84), Supervisors consult staff in decision making in my department (mean score= 2.16, , Sd=0.78) and finally majority of them strongly agreed that their Supervisor encourages delegation of work in their department (mean score= 1.46, Sd=0.51) and which significantly has influence the Performance of Kenya Port Authority while the correlation analysis revealed strong positive relationship between leadership styles and performance of Kenya Port Authority with  $r=0.66$  at significance level of  $p=0.015$ .

Descriptive analysis revealed that employee involvement practice influenced the performance of Kenya Port Authority with (Overall mean score= 1.84, Sd=0.74). Majority of respondents strongly agreed that Staffs are involved in diagnosis of problems in my department (mean score= 1.46, Sd=0.63) and also agreed that everyone in their department is encouraged to share ideas in decisions making (mean score= 1.73, Sd=0.70) and finally with (mean score= 2.33, Sd=0.89) majority of them agreed that Employee involvement has reduced Organizational internal politics while the correlation analysis showed that there is positive and significant correlation between employee involvement practice and Performance of the Kenya Port Authority with  $r= 0.45$  at significance level of  $p=0.032$ . The analysis showed that when employees get involved with organizational activities, they feel that their participation is important and when they set goals together with top management, they work

hard to achieve them. This strategy involved problem solving, employee involvement in decision making, everyone in their department is encouraged to share ideas in decisions making.

The results showed that training practice has influence on the performance of Kenya Port Authority with (Overall mean score= 1.53, Sd=0.62). The majority of respondents strongly agreed that the trainings they received helped them in improving their job performance with (Mean score= 1.39, Sd=0.63); while majority agreed that they have been sponsored for training by their organization (Mean score= 1.53, Sd=0.63) and lastly the number of Trained staff has increased in my organization (Mean score= 1.66, Sd=0.61) while correlation analysis revealed that there is strong positive correlation between Training Practice and the Performance of Kenya Port Authority with  $r=0.526$  at significance level of 0.041.

From the descriptive results, Communication feedback practice influence the Performance of Kenya Port Authority with (Overall mean score= 1.71, Sd=0.71). The majority of respondents agreed that the management analyze all the information received with (Mean score= 1.66, Sd=0.72); encourage staff and customer to give feedback (Mean score= 1.73, Sd=0.70) and organization uses clear channels of communication to our staffs and customers (Mean score= 1.73, Sd=0.70). Correlation results showed that there was positive relationship between communication feedback practice and Performance of Kenya Port Authority with  $r=0.401$  at significance level of  $p=0.013$ . The analysis showed that when there is proper channel of communication, top management will know the expectations of the employees and the problems they are facing.

## CONCLUSION AND RECOMMENDATIONS

The findings showed that the strategic change management practices have influence on the performance of the Kenya Port Authority. Regression analysis concluded that all the study variables were good predictors of strategic change

management practices. The R-squared ( $R^2 = 0.212$ ), meaning that approximately 21.2% of the variability of performance of the Kenya Port Authority was accounted for by the variables in the model. Analysis of Variance (ANOVA) results indicates that the predictors variable leadership style, employee involvement practice, training practice and communication feedback practice have significance influence on the performance of the Kenya Port Authority at confidence level with ( $p= 0.0435 < 0.05$ );

The descriptive analysis showed that Employee involvement influenced the performance of Kenya Port Authority with (Overall mean score= 1.84, Sd=0.74); Majority of participants in the study agreed that training practice has influence on the performance of Kenya Port Authority with (Overall mean score= 1.53, Sd=0.62) and finally Communication feedback practice influence the Performance of Kenya Port Authority with (Overall mean score= 1.71, Sd=0.71)

Correlation analysis revealed positive and significant correlation between the independent variables; leadership styles  $r=0.66$  at significance level of  $p=0.015$ ; employee involvement practice  $r= 0.45$  at significance level of  $p=0.032$ ; Training Practice  $r=0.526$  at significance level of 0.041; communication feedback practice and Performance of Kenya Port Authority with  $r=0.401$  at significance level of  $p=0.013$  and the dependent variable the performance of the Kenya Port Authority.

Based on the findings of this study the researcher recommends that when implementing the change management, employees should be involved with organizational activities so that they feel that their participation is important and when they set goals together with top management, they work hard to achieve them.

For effective leadership at the Kenya port authority, the management should provide training to supervisors for them to develop skills that are appropriate to a particular area and at particular times. For leader to manage effectively he should

be aware of the nature of the task, the group and its individual members, the environment and particularly the self-awareness of himself.

Communication feedback helps the top management to know the expectations of the

employees and the problems they are facing. Management should make communication feedback as a top priority in their management processes.

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