FACTORS AFFECTING STRATEGIC CHANGE MANAGEMENT IN THE PUBLIC SECTOR: A CASE OF THE MINISTRY OF ENERGY AND PETROLEUM

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ABSTRACT

The operating environment for business has become very volatile following increased globalization and internationalization of firms. The study specifically aimed to determine the effect of top leadership support on strategic change management; establish the effect of communication on strategic change management; assess the effect of organizational culture on strategic change management; and identify the effect of stakeholder involvement on strategic change management in the Ministry of Energy and Petroleum. The study adopted descriptive research design and the target population consisted of various respondents from different departments in the Ministry of Energy and Petroleum. The study collected primary data using semi-structured questionnaires. Secondary data was collected from relevant documents and reports from the Ministry of Energy and Petroleum. Quantitative data was analyzed using mean, standard deviation, percentages, frequencies and Statistical Package for Social Sciences. The study found out that top leadership affects strategic change management in the Ministry of Energy and Petroleum moderately and that communication greatly affects strategic change management in the Ministry of Energy and Petroleum. The study also found out that government way of performing tasks affected strategic change management and that underlying assumption on how government operations are carried out promoted strategic change management. The study revealed that stakeholder involvement affected strategic change management at the Ministry of Energy and Petroleum to a great extent. The study concluded that communication had the greatest effect on strategic change management in the Ministry of Energy and Petroleum, followed by top leadership support, then stakeholder involvement while organization culture had the least effect on strategic change management in the ministry of energy and petroleum. The study recommended that the Government of Kenya through the Ministry of Energy and Petroleum embarks on organizational diagnosis with a view of institutionalizing change practices in the public sector. The Ministry should adopt continuous staff training and create awareness; enhance a sustainable change implementation plan; hire competent managers; create staff empowerment and rewarding system; enhance job rotation as well as set and review organizational goals.

Key Words: *Top Leadership, Communication, Organizational Culture, Stakeholder Involvement, Strategic Change Management*

INTRODUCTION

Strategic change management is concerned with systematic managerial efforts to manage different issues related to change and developing as well as implementing an organization's predetermined strategy (Burnes, 2009). It involves analyzing business environment, identifying and selecting useful changes, implementing the same effectively, and understanding necessary follow-up actions on a continuous basis (Rudani, 2011). Current organizations operate in an era of rapid changes marked by a growing population, workforce diversity, constantly changing attitudes about work, technological advances, increasing pollution among others. They often find change imposed upon them by situational pressures, few would argue that managing change is easy and successful change outcomes remain as elusive as ever (Burnes, 2009).

Managers in today's organizations face some bewildering change challenges such as working with stakeholders of all sorts who vary widely in diversity in age, gender, race, religion, ethnicity, capabilities and socio economic background. Some typically underestimate substantially the extent to which members of the organization understand the need for change, what it is intended to achieve, or what is involved in the changes (Johnson et al., 2008). Another challenge is the need to change often longstanding mindsets or taken for granted assumptions which cause people to resist change. People are generally uncomfortable about change, even change in apparently minor matters (Kinicki & Williams, 2008).

Globally, the relationship between leadership and affective commitment to change was examined by Voet et al., (2014) and they noted that public organizations often need to implement changes in the governance, design and delivery of public services. Their study draws on change management theory to explain how direct supervisors contribute to processes of organizational change, thereby increasing affective commitment to change among employees. Further, Ziemba and Oblak (2015) examined two information system projects and used them to demonstrate critical success factors (CSFs) influencing change management in information system projects in Polish pubic organizations. Twelve CSFs were identified namely: top management support, the change recognition, shared vision for the change, planning a project as a change, managerial activity, effective communication, organizational readiness to deal with the change, employees' training, employees' involvement, employees' satisfaction, information flow and performance measurement.

Several studies on strategic change management have been conducted in various parts of the world including the African region. For instance, Kamugisha (2013) identified the effects of change management in National University of Rwanda. The objectives were to determine the effect of change management on organizational structure and leadership. Descriptive case study approach was used as it places more emphasis on a full contextual analysis of fewer events or conditions and their interrelations (Kamugisha, 2013). Madinda evaluated challenges facing management of change in the Public Sector in Tanzania and notes the forces which necessitate changes such as technology, globalization, new policies, legislations, economic problems, political changes. Managing change proved that the adoption of reforms to a government structure was done without enough information and many people were ignorant of their individual roles in supporting change (Madinda, 2014).

Change in the Kenyan public sector has been driven by technological innovation and changes in Government policy brought about by the new Constitution. Aggressive competition from other organizations has also immensely contributed to change (Hope, 2012). Several studies have been undertaken on strategic change management in Kenya. For instance, Zablon (2014) examined

strategic change management practices by the Kenya Prisons Service (KPS) and noted that the Kenya Prisons Service did not have structural, cultural, political influence and Information, Communication and Technology (ICT) problems. KPS did not experience lack of leadership commitment to change or stakeholders not being adequately involved and informed. In addition, resistance to change was minimal and was adequately dealt with. A major success of the strategic change management by the Kenya Prisons Service was the increased efficiency in management, improved prisons staff and prisoners' welfare, introduction of recreation activities for prisoners and a shift from punitive to rehabilitative prison management (Zablon, 2014). The Ministry of Energy and Petroleum (MOEP) was formed upon Kenya Government's realization that energy was a major component in the Country's development process. Under the foundations for national transformation energy has been singled out as one of the enablers for the attainment of the country's Vision 2030 in terms of socio-economic development. This is to be achieved by ensuring there is affordable, reliable and secure supply of energy services to all Kenyans. Energy security therefore remains a matter of national priority and the Ministry is also alive to the fact that expensive energy hinders the competitiveness of the country by raising the cost of doing business. In this regard, energy accessibility and cost are key priorities in the Ministry (MOEP Strategic Plan, 2013; Kenya Vision 2030, 2008).

Statement of the Problem

Public sector reforms (PSR) have undergone a paradigm shift towards enhancing performance. The major reforms and restructuring in the public enterprises are affecting many areas in different ways. Swift adaptation to changing conditions has always been considered crucial for the survival of private-sector organizations (Tushman & O'Reilly, 2013). However, nowadays a crucial public opinion and shrinking budgets pose threats to the survival of public organizations as well, which requires them to change rapidly and profoundly (Kuipers et al., 2014; Voet et al., 2014). It has been noted that managing change in a long-established public sector organization with established routines, formal structures is faced with a great deal of resistance to change (Cole & Kelly, 2011; Johnson et al., 2008). Such resistance of employees in the public sector has become an important human resources management function and a priority for top management to increase chances of success of different change projects (Tang & Gao, 2012).

In spite of the growing significance and research, many of the attempts to generate organizational change fail at rates as high as 50 to 70 per cent (Burnes, 2009; Cameron & Green, 2009). A number of factors are known to contribute to failure including a general lack of strategic planning, poor management, lack of skill and inability to manage change well in order to achieve intended results (Holbeche, 2009). Poorly managed communication results in resistance to change and increases the negative aspects of the change (Malmelin, 2007) which can affect an organization's efficiency negatively (Zhang & Agarwal, 2009). Change also affects the nature of the relationship between employers and employees and challenges the assumptions on which trust is built, thus difficulty in achieving sustainable high performance. The leadership challenge is to galvanize commitment among various stakeholders to embrace change and implement strategies as well as to cause employees to willingly change their behavior so as to ensure successful change (Holbeche, 2009; Pearce et al., 2008). Although there is substantial evidence that the implementation of organizational change often fails, (Burke, 2010; Burnes, 2011), there is relatively little evidence about its effective management in the public sector (Fernandez & Pitts, 2007, Kickert, 2010).

Several studies have been conducted on strategic change management both locally and internationally. For instance, Voet et al., (2014)

examined implementation of change in public organizations by reviewing the relationship between leadership and affective commitment to change in a public-sector context. Ziemba and Obłąk (2015) examined change management in information systems projects for public organizations in Poland. Kinuu, Maalu and Aosa (2012) examined factors influencing change management process at Tamoil Kenya Limited. However, none of these studies have focused on factors affecting strategic change management in MOEP. This study thus sought to fill the research gap that exists by evaluating factors affecting strategic change management in the Ministry of Energy and Petroleum in Kenya.

Objectives of the Study

The general objective of this research was to evaluate factors affecting strategic change management in the Ministry of Energy and Petroleum. The Specific Objectives were:-

- To determine the effect of top leadership support on strategic change management in the Ministry of Energy and Petroleum.
- To establish the effect of communication on strategic change management in the Ministry of Energy and Petroleum.
- To assess the effect of organizational culture on strategic change management in the Ministry of Energy and Petroleum.
- To evaluate the effect of stakeholder involvement on strategic change management in the Ministry of Energy and Petroleum.

LITERATURE REVIEW

Theoretical Review
Kotter's Eight Steps Change Theory

This model derives from analysis of Kotter's consulting practice with 100 different organizations going through change. The model addresses some of the power issues around making change happen, highlights the importance of a 'felt need' for change in the organization, and emphasizes the need to communicate the vision as well as keep communication levels extremely high throughout the process (Cameron & Green, 2009). Kotter (1995) argued that problems of strategic change could be put down to top executives failing to recognize the necessary sequence required to manage such changes. He identifies typical mistakes made by senior managers in relation to organizational change as failure to create a sufficiently powerful coalition, underestimation of the power of vision, greatly under-communicating the vision to be attained, and neglecting to anchor changes in the organization's culture among others (Kotter, 2007). He believes that eight key errors cause transformation efforts to fail and developed an eight-step model in order to eliminate these errors and their consequences (Kotter, 1996).

The first step suggests creation or establishment of a sense of urgency so that people feel the need to act on problems and opportunities, reducing the complacency, fear, and anger that cause them to hold back. The second step is formation of a powerful or guiding coalition or a cross-functional team to work with the most resistant people and lead the change (Kotter, 1996; 1998; Kotter & Cohen, 2002). The next step encompasses communication of a change vision to enable people know that change is near and hence reduce resistance. The change leaders should create and implement a communication strategy that consistently communicates the new vision and strategic plan throughout the organization in order to induce understanding, develop a gut-level commitment, and liberate more energy from a critical mass of people on a continuous basis (Kotter, 2002). The final step entails anchoring new approaches in the culture by highlighting connections, demonstrating the relationship between new behaviors, processes and organizational success.

Change leaders throughout organizations make change stick by nurturing a new culture through consistency of successful action over a sufficient

period of time in order to ensure leadership development and succession (Kinicki & Williams, 2008; Kotter, 1996). Kotter's contribution provides managers and change agents with a more detailed guide for successfully implementing large scale change such as new technologies, mergers and acquisitions, restructurings, new strategies, cultural transformation, globalization and e-business in a turbulent world. He offers specific recommendations about behaviors that managers need to exhibit so as to triumphantly lead organizational change (Kotter, 1996).

This theory supports communication in guiding execution of change in an organization. Change management involves several people in an organization and the effectiveness with which they perform their duties depends on the clarity of communication. Therefore this theory is relevant to the study as it highlights the importance of a 'felt need' for change in the organization, and emphasizes the need to communicate the vision as well as keep communication levels extremely high throughout the process for strategic change management.

The Transformational Leadership Theory

The Transformational Leadership Theory (TLT) was postulated by James MacGregor Burns (1978). This theory is about the ability to energize and alert groups to drive change through innovation and creativity in identifying the need for change, creating and communicating a common vision or goal for the future and effectively working across the business as well as using systems and people to achieve change (Kirimi, 2013; Northouse, 2007; Bass & Avolio, 1990). TLT emphasizes on the leader's ability to shift or change the values, beliefs, and needs of his followers (Burns, 1978). Bass believed that transformational leaders possess good visioning, rhetoric and impression management skills and use them to develop strong emotional bonds with followers. The aims of the leader and the followers combine into one purpose and the

leader raises the followers' confidence, sense of purpose, levels of motivation and expectations of themselves (Bass, 1997).

Transformational leadership comprises charisma, inspiration, intellectual stimulation individualized consideration (Cameron & Green, 2009) as the leader with charisma can transform behavior of people, structure of organization and other relevant aspects (Rudani, 2011). The transformational leader motivates followers to do more than originally expected and the extent of transformation is measured in terms of the leader's effect on followers (Northouse, 2007). Bass (1990) as cited in Kirimi (2013) and Rudani (2011) describes four elements of transformational leadership namely individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. A leader with individualized consideration focuses on growth and self-developmental needs of followers and acts as mentor and trainer through recognition, respect, open communication and provision of full support to the followers.

Intellectual stimulation involves a leader soliciting new and novel approaches for the performance of work and creative problem solutions from followers and gives more importance to nurture and develop innovative skills in his followers. Inspirational motivation is about articulation of the vision that can appeal to high ideals and values of followers, and creating a feeling of justice, loyalty and trust as well as encouragement of the followers to set and achieve high standard of performance (Kirimi, 2013). Idealized influence requires the charisma of the leader, and the respect and admiration of the followers which makes the employees follow his or her goals, pattern of thinking and working (Kirimi, 2013; Hughes, et al., 2009).

This theory supports the first variable on top leadership support since it describes how leaders can initiate, develop and carry out significant changes in organizations by setting out to

empower followers and nurture them in change. This theory explains the approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders.

ADKAR Change Management Theory

The ADKAR model presents five stages that individuals go through when making a change namely awareness of the need to change, desire to participate and support the change, knowledge about how to change, ability to implement new skills and behaviors and reinforcement to keep the change in place. Business leaders fall into the trap of communicating broad and general messages about change and employees' reactions can also be generally broad. The resulting conversations are non-targeted and often unproductive. The natural reaction to change, even in the best circumstances is to resist, therefore, awareness of the business need to change is a critical ingredient of any change and must come first. The ADKAR model provides focus for conversations about change. It gets at the heart of the matter quickly and helps a business leader avoid sending the wrong messages or spending time on the wrong topics (Hiatt & Creasey, 2003). This model supports communication variable since leaders can clarify communications to center on the most relevant topic and avoid unproductive conversations.
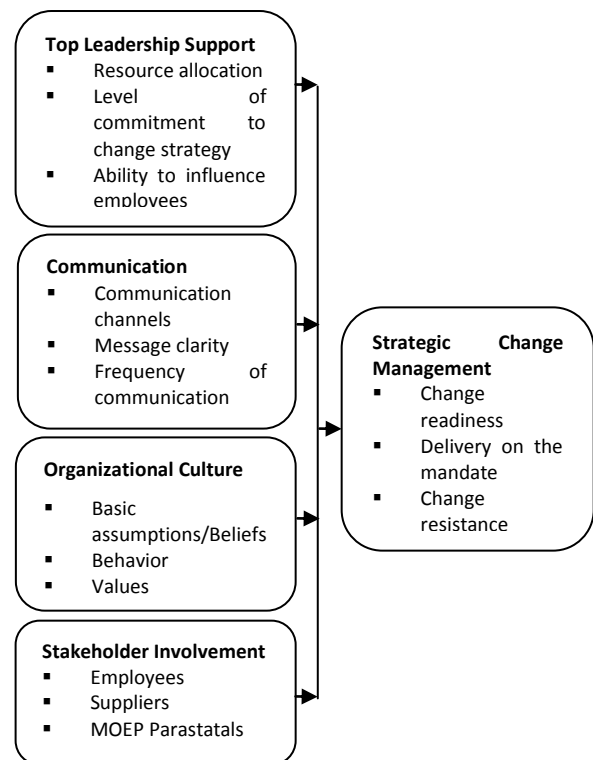
Stakeholder Theory

Stakeholder theory (ST) states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction (Friedman, 2006; Freeman, 2004; 1984). Bloom (2000) notes that broad-based stakeholder involvement and commitment are crucial for successful strategy and action plan implementation, thus good for sustainable organizational development. Freeman (1984) argued that a stakeholder approach was to build a

framework responsible for the concerns of managers who were being confronted with unprecedented levels of environmental turbulence and change. According to ST, all organizations ought to beware and to adequately respond to numerous constituents' demands. Stakeholders include employees, investors, suppliers, customers and local communities (Preston, Sachs & Post, 2002). Organizations, therefore, need to pay attention to the prevailing relationship with their internal as well as external stakeholders. Managers need to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support (Stanford Research Institute, 1963) as cited in (Freeman & Vea, 2001). This theory supports stakeholder involvement in strategic change management in an organization because involvement of key stakeholders ensures successful management of change.

Conceptual Framework

Independent Variables   Dependent Variable
Figure 1: Conceptual Framework

Top Leadership Support

Top leadership has the task of mobilizing, directing and coordinating their efforts to achieve sustainable change through coaching, support and empowerment. Large-scale, organization wide change efforts require sustainable efforts and the role of leadership is to ensure momentum for the change effort. Top managers also act as crossroads through which much of an organization's information travels, by controlling the formal communication processes which can send powerful messages to employees (Kirimi, 2013; Robbin et al., 2011; Kinicki & Williams, 2008; Wambulwa et al., 2008). When it comes to considering strategic change, there is too often an overemphasis on individuals at the top of an organization or change agents. They help effect strategic change in an organization by for instance crafting a strategy, and the management of change is often directly linked to the role of a strategic leader (Johnson et al., 2008).

Holbeche (2009) argues that leadership from a few people at the top of organizations seems to be an essential ingredient of major cultural change. O'Neill (2012) explained that management practices related to organizational change must be clear, consistent and based on what is in the change for the individuals to improve their perception and their cognitive appraisal about the change. Effective leadership is inevitable for successful implementation of change by reinforcement of a climate of confidence, trust and psychological support vital for implementing change through use of appropriate style of influencing behavior of followers (Rudani, 2011). If managers see strategic change management practices as unnecessary, then no strategies will be prepared to embrace change which will eventually cause the organization to lose its efficiency, productivity, and in many cases valuable members (Walmsley, 2009).

Communication

Effective communication facilitates creation of a suitable environment before change is introduced by providing employees with necessary information to enable them perceive the entire situation in the right way, feel secure and maintain group cooperation. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy and requires a degree of 'cognitive organizational reorientation' (Vuuren & Elving, 2008). It means that comprehension and organizational change significantly depend upon communication and information skills of managers at all levels (Elving & Hansma, 2008). Communication is vital in the process of change, as it often helps balance the mixed feelings staff may have (Nelissen & Selm, 2008) by convincing people to change their stand and be prepared to accept it wholeheartedly (Rudani, 2011).

Communication is recognized as a particularly powerful lever in gaining commitment and support from staff to participate in the process of change and involves the explanation of the reasons for and means of strategic change (Kotter & Schlesinger, 2008; Salem, 2008). Consequently, it is argued that communication may be the single most important factor in overcoming resistance to change. In particular open communication that builds trust is important in times of change (Johnson et al., 2008). Organizations need a shift away from the old communications approach that is focused only on executives, dictating, one-way, information only, to a new approach that focuses on all stakeholders, is fact-based, motivating, two-way, informative and inspiring, honest and complete (Kirimi, 2013).

There are choices of media by which to communicate the strategy and the elements of the strategic change programme. They include face-to-face, one-to-one communication through to newsletters, magazines, routine bulletins on noticeboards and circulars sent round the organization but the aim should be to achieve

two-way communication so that management can obtain feedback on its plans. The extent to which these different forms of media are likely to be effective depends on the extent to which the nature of the change is routine or complex (Johnson et al., 2008). In situations of strategic change, members of the organization not involved in the development of the strategy may see the effects of change as non-routine even when senior executives regard them as routine. So communication which provides interaction and involvement is likely to be desirable ((Armstrong, 2014; Holbeche, 2009; Johnson et al., 2008). Researchers generally agree upon the importance of effective communication during the course of organizational change (Myers et al., 2012; Allen et al., 2007).

Organizational Culture

Hucznski and Buchanan (2010) argue that organizational culture (OC) is the collection of relatively uniform and enduring values, beliefs, behaviours, paradigm (taken-for-granted assumptions), traditions and practices that are shared by an organization's members, learned by new recruits and transmitted from one generation of employees to the next (Johnson et al., 2008). OC is reflected in form of day-to-day behavior of employees and organization's dealings with others (Rudani, 2011).

Values may be easy to identify in an organization and are often written down as statements about the organization's mission, objectives or strategies. It has been noted that even when a strategy and the values of an organization are written down, the underlying assumptions which make up the paradigm are usually evident only in the way in which people behave on day-to-day basis. However, it represents a taken-for-grantedness about how things should happen which is extremely difficult to change (Johnson et al., 2008).

Today's trend towards decentralized organizations makes culture more important than ever. Culture is a liability when the shared values are not in agreement with those that further the organization's effectiveness most likely when an organization's environment is undergoing rapid change, and its entrenched culture may no longer be appropriate. Consistency in behavior an asset in a stable environment may then burden the organization and make it difficult to respond to changes (Robbins, 2011). If proposed changes contradict cultural biases and traditions, it is inevitable that they will be difficult to embed in the organization (Burnes, 2009). Organizational culture can work against an organization by erecting barriers which prevent the attainment of corporate strategies including resistance to change and lack of commitment (Armstrong, 2014).

Kelly (2009) suggests that culture describes the shared ways of thinking and behaving (uniformity) within a group(s) of people. It has been argued that strong cultures are best or seen as efficient and more appropriate for stable or predictable environments where the organizational goals are clear and unambiguous because they create good alignment, employee motivation, the appropriate structure and controls needed to improve organizational performance. However, such cultures may be disadvantaged in a dynamic or turbulent environment where continuous change is required; where individuals need to challenge the status quo so the organization may emphasize the importance of creativity which is a more likely outcome from weaker, more heterogeneous cultures (Cole & Kelly, 2011). The downside of a strong culture, critics believe, is that success can so reinforce cultural norms that managers and employees become arrogant, inwardly focused and resistant to change, with top managers becoming blinded to the need for new strategic plans (Kinicki & Williams, 2008).

It is argued that there is a negative side to creating a strong and cohesive organizational culture since it could make organizations resistant to certain types of change or strategic options, regardless of their merit (Cole & Kelly, 2011). Managers need to be aware of the effect of culture on their own work and their own values, since they may be in a position to bring about cultural changes (Cole & Kelly, 2011). Nevertheless, well-established routines can also be serious blockages to change; they can become 'core rigidities'. Routines are closely linked to the taken-for-grantedness of the paradigm, so changing routines may have the effect of questioning and challenging deep-rooted beliefs and assumptions in the organization. Underpinning a change programme with an understanding of the existing culture and its likely effects is vital (Johnson et al., 2008). Belias and Koustelios (2013) studied the organizational culture of Greek banking institutions and found out that the dominant organizational culture of the institutions was hierarchical while employees preferred the clan type.

Organizational culture was found to be strongly associated with organizational leadership, corporate performance, knowledge acquisition and organizational learning (Liao et al., 2012).

Stakeholder Involvement

Stakeholder involvement in strategic change management is essential since the contribution from stakeholders is very important especially when crafting and implementing strategy (Ad-esse Consulting, 2008). Proper involvement of the right stakeholders in its development and planning is required for the change process to be effective. The organization's stakeholders try to make sense of the change process by discussing its imperatives among themselves. Such involvement fosters a more positive attitude to change; people see the constraints the organization faces as less significant and are likely to feel increased ownership of and commitment to a decision or change process. It may, therefore,

be a way of building readiness and capability for change. Thus communication decides whether stakeholders are going to support, resist or alter the change process and at an individual or collective level (Lewis, 2011).

There are likely benefits in involving people throughout the organization in times of change rather than regarding them just as recipients of change (Johnson et al., 2008; Kinicki & Williams, 2008). Lewin contended that involvement and participation of individuals are crucial to and facilitate effective change management (Schein, 2009). For instance, obtaining a shared perception amongst those affected concerning their viewpoint regarding the issues and implications associated with the change is also fundamental in achieving successful change management. If the problem owner can reach a point at which all parties with a vested interest in change, view it in such a way as to see common objectives and mutual benefits then a great deal of progress will have been made (Paton & McCalman, 2008.

In readiness for organizational change it is suggested that the degree to which employees are prepared for change is influenced by the degree to which they are convinced that a change is necessary, the change could be implemented, the change would be personally or organizationally beneficial, the organizational leaders were committed to the change (Armenikas et al., 2007). Ad-esse Consulting Group (2008) proposes seven steps of managing stakeholders which are stakeholder identification; categorizing stakeholders by their influences and interests; considering whether the stakeholder is positive or negative; defining engagement or communication scope with each stakeholder; developing a plan for managing each stakeholder; including measures of success; delivering the plan; reviewing success and refining the plan. Stakeholders are categorized as a basis for planning how to manage them through change (Ad-esse Consulting, 2008).

Strategic Change Management

Strategic change management (CM) is about the systematic, continual and iterative practice of change in workplace systems, behaviors and structures needed to improve organizational efficiency and effectiveness (Barrat-Pugh et al., 2012). According to Walmsley (2009) CM entails continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers. There are two main approaches to change management suggested in the literature namely planned and emergent approach. Planned change is undertaken by an organization when it identifies an area where it believes change is required and undertakes a process to evaluate and bring about self-sustaining change. Emergent approach on the other hand is a continuous, open-ended, cumulative and unpredictable process of aligning an organization to its changing environment (Burnes 2009). The former tends to see change management as a formal, top-down, rational and pre-planned process whilst the latter sees change management as a disordered, bottom-up, less rational and on-going emergent process (Cole & Kelly, 2011).

Strategic change management involves working with an organization's stakeholder groups to help them understand what the change means for them, make and sustain the transition and working to overcome any challenges encountered. It encompasses organizational and behavioural adjustments that need to be made to accommodate and sustain change (Queensland, 2009). Strategic change management includes analyzing business environment, identifying and selecting useful changes, implementing the same effectively, and undertaking follow-up actions on a continuous basis in order to achieve objectives of a needed change (Garber, 2013; Hiat & Creasey, 2012; Bashir & Afzal, 2011; Rudani, 2011).

CM helps employees to adapt and embrace change, learn new skills, behavior and values by change leaders who enable individuals to transit successfully from the current state to the desired state and reduce resistance to change in order to achieve business objectives (Kunze et al., 2013; O'Neill, 2012; Hiatt & Creasey, 2012). It is vital that managers planning changes should acknowledge that some resistance will be unavoidable. Individuals at every level in the organization are liable to feel threatened by change, and thus change must be sold to those affected by it. The management of innovation and change is a challenge to every person in an organization, therefore, it is particularly important to develop positive attitudes towards change and to support these by means of appropriate learning and action (Cole & Kelly, 2011).

Empirical Review

Various studies have been carried out addressing the issue of strategic change management. Such studies include Riany who studied the effects of restructuring on organization performance of mobile phone service providers in Kenya using a causal research design. He found out that organizational culture plays a critical role in organizational transformation (Riany et al., 2012). Ongera (2013) researched on the determinants of change management implementation in parastatals in Kenya. She found that Kenya Revenue Authority involved employees in decision making towards change management implementation and that application of the right employee skills had affected user involvement in change management implementation is associated with information flow since it had effect on change time, resource usage, and service levels.

Kamugisha (2013) investigated the effects of change management in an organization; a case of National university of Rwanda using a sample of 57 participants. The study found out that change affects the operations of the organization. Fakhar

et al., (2012) presented an overview on the impact of organizational culture on organization performance and contend that when employees are committed and share beliefs, the organization is bound to increase in productivity. Todnem (2007) found out that there is indeed a correlation between the levels of change readiness and the successful management of change. The lack of change readiness is an indicator of unsuccessful change management. Other contributory factors are lack of communication, change management experience, support mechanisms and resources.

RESEARCH METHODOLOGY

The study used a descriptive research design to enable the researcher to depict and describe situations as accurately as possible the way they exist in the target population (Kothari, 2010). The study target population comprised 354 respondents from different departments. The main data collection instrument for the study was a structured questionnaire consisting of closed ended questions to collect primary data from respondents and likert scales relating to the field of inquiry. Quantitative data collected was analyzed by the use of descriptive statistics like mean, mode, median, frequencies and Statistical Package for Social Sciences (SPSS version 24.0).

Secondary data was analyzed through content analysis. The multivariate regression equation used was; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby:

Y = Strategic Change Management

X1 = Top Leadership Support

X2 = Communication

X3 = Organizational Culture

X4 = Stakeholder involvement

ε = Error term/Erroneous variables

RESEARCH FINDINGS AND DISCUSSION

Top Leadership Support

The study sought to determine the effect of top leadership support on strategic change management in the Ministry of Energy and Petroleum.

Statements Regarding the Effect of Top Leadership

The researcher asked the respondents to use a likert scale of 1 to 5 and indicate their level of agreement with several statements regarding the effect top leadership had on strategic change management process in organizations. Their responses were as shown in table 1.

Table 1: Statements Regarding the Effect of Top Leadership

	Mean	Std. Dev.
The top leadership approved adequate financial resources for strategic change management process	4.097	0.740
The top leadership were personally involved in the management of strategic change processes at the Ministry	3.936	0.744
The top leadership staff showed full commitment to change management at the Ministry	3.919	1.164
The top leadership influenced staff to adopt change at the Ministry	2.452	1.141
The top leadership assigned specific change agents tasks on change implementation	2.194	0.807
The top leadership properly planned the tasks in the change implementation	4.177	0.690
The top leadership assigned tasks properly to ensure successful change management	3.871	0.713
The top leadership built adequate capacity among staff for implementation of the change	2.548	0.592
Top leadership provided direction to staff on change implementation at the	3.968	0.542

Ministry		
The top leadership adopted appropriate reporting structure for effective change implementation	4.258	0.599
The top leadership instituted appropriate controls to guide the strategic change management process at the Ministry	3.871	0.713

From the findings, the respondents agreed that the top leadership adopted appropriate reporting structure for effective strategic change implementation as expressed by a mean score of 4.258, that the top leadership properly planned the tasks in the change implementation as expressed by a mean score of 4.177 and that the top leadership approved adequate financial resources for change management process as expressed by a mean score of 4.097. These findings are in line with Holbeche (2009) who argues that leadership from a few people at the top of organizations seems to be an essential ingredient of major cultural change.

The respondents also agreed that top leadership provided direction to staff on change implementation at the Ministry as expressed by a mean score of 3.968, that the top leadership were personally involved in the management of change processes at the Ministry as expressed by a mean score of 3.936, that the top leadership staff showed full commitment to change management at the Ministry as expressed by a mean score of 3.919, that the top leadership assigned tasks properly to ensure successful change management as expressed by a mean score of 3.871 and that the top leadership instituted appropriate controls to guide the change management process at the Ministry as expressed by a mean score of 3.871. These findings agreed with Rudani (2011) who noted that effective leadership is inevitable for successful implementation of change by reinforcement of a climate of confidence, trust and psychological support vital for implementing change through use of appropriate style of influencing behavior of followers.

However the respondents were neutral that the top leadership built adequate capacity among staff for implementation of the change as expressed by a mean score of 2.548. The respondents also disagreed that the top leadership influenced staff to adopt change at the Ministry as expressed by a mean score of 2.452 and that the top leadership assigned specific change agents tasks on change implementation as expressed by a mean score of 2.194. These findings correlate with O'Neill (2012) who explained that management practices related to organizational change must be clear, consistent and based on what is in the change for the individuals to improve their perception and their cognitive appraisal about the change.

The respondents were further asked to indicate the extent to which top leadership affects strategic change management in the Ministry of Energy and Petroleum. From the results the respondents indicated that top leadership affected strategic change management in the Ministry of Energy and Petroleum moderately by 37.1%, greatly by 32.3%, very greatly by 19.4% and in a little extent by 11.3%. This implied that top leadership affected strategic change management in the Ministry of Energy and Petroleum moderately. This concurred with O'Neill (2012) who explained that management practices related to organizational change must be clear, consistent and based on what is in the change for the individuals to improve their perception and their cognitive appraisal about the change.

Communication
The study sought to establish the effect of communication on strategic change management in the Ministry of Energy and Petroleum.

Statements Concerning the Effect of Communication

The respondents were asked to indicate the extent to which each of the statements concerning the effect of communication applied to strategic change management at the Ministry of Energy and Petroleum. Their responses were as shown in table 2.

Table 2: Statements Concerning the Effect of Communication

	Mean	Std. Dev.
Information on strategic change management was conveyed to staff in good time	3.871	0.877
Information on strategic change management was communicated using appropriate channels i.e. meetings, emails, memos etc	2.839	0.371
The messages on strategic change management were clearly drafted	3.984	0.859
The messages on strategic change management were free from errors	4.307	0.667
The messages on strategic change management were sent within appropriate time	4.210	0.792
The information flow was well managed across different departments and employee levels	2.387	0.491
The communication adopted allowed all staff participation	3.694	0.692

As per the results, the respondents agreed that the messages on strategic change management were free from errors as illustrated by a mean score of 4.307, that the messages on strategic change management were sent within appropriate time as illustrated by a mean score of 4.210 and that the messages on strategic change management were clearly drafted as illustrated by a mean score of 3.984. These corresponds to Vuuren and Elving (2008) who noted that meaningful communication informs and educates employees at all levels and motivates them to support the strategy and requires a degree of 'cognitive organizational reorientation'.

The respondents also agreed that information on strategic change management was conveyed to staff in good time as illustrated by a mean score of 3.871 and that the communication adopted allowed all staff participation as illustrated by a mean score of 3.694. These were in agreement with Kirimi (2013) who argues that organizations need a shift away from the old communications approach that is focused only on executives, dictating, one-way, information only, to a new approach that focuses on all stakeholders, is fact-based, motivating, two-way, informative and inspiring, honest and complete.

However the respondents were neutral that information on strategic change management was communicated using appropriate channels i.e. meetings, emails, memos etc as illustrated by a mean score of 2.839 and disagreed that the information flow was well managed across different departments and employee levels as illustrated by a mean score of 2.387. These results concurred with Rudani (2011) who noted that communication is vital in the process of change, as it often helps balance the mixed feelings staff may have by convincing people to change their stand and be prepared to accept it wholeheartedly.

The respondents were further asked to indicate the extent to which communication effected strategic change management in the Ministry of Energy and Petroleum. The respondents indicated that communication affected strategic change management in the Ministry of Energy and Petroleum to a great extent by 58.1%, to a very great extent by 17.7% and to a moderate extent by 24.2%. This showed that communication greatly affected strategic change management in the Ministry of Energy and Petroleum. This was in line with Johnson *et al*. (2008) who argued that the extent to which these different forms of

media were likely to be effective depended on the extent to which the nature of the change was routine or complex.

Organizational Culture

The study sought to assess the effect of organizational culture on strategic change management in the Ministry of Energy and Petroleum.

Statements about the Effect of Organization Culture

The researcher asked the respondents to indicate the extent to which each statement about the effect of organization culture applies to strategic change management in the Ministry of Energy and Petroleum. Their responses were as shown in table 3.

Table 3: Statements about the Effect of Organization Culture

	Mean	Std. Dev.
Government way of performing tasks affected strategic change management	4.145	0.649
Employee attitudes enhanced change implementation at the Ministry	2.613	0.636
Underlying assumption on how government operations are carried out promoted strategic change management	3.871	0.778
The values held in the Ministry affected strategic change management	2.242	0.862

From the outcomes, the respondents agreed that government way of performing tasks affected strategic change management as indicated by a mean of 4.145 and that underlying assumption on how government operations are carried out promoted strategic change management as indicated by a mean of 3.871. These findings are in line with Kelly (2009) who suggests that culture describes the shared ways of thinking and behaving (uniformity) within groups of people.

However the respondents were neutral that employee attitudes enhanced change implementation at the Ministry as indicated by a mean of 2.613 and disagreed that the values held in the Ministry affected strategic change management as indicated by a mean of 2.242. These findings correlated with Kinicki and Williams (2008) who argued that the downside of a strong culture, critics believe, is that success can so reinforce cultural norms that managers and employees become arrogant, inwardly focused and resistant to change, with top managers becoming blinded to the need for new strategic plans.

The researcher also asked respondents to indicate the extent to which organizational culture affected strategic change management in the Ministry of Energy and Petroleum. From the results, the respondents indicated that organizational culture greatly affected strategic change management in the Ministry of Energy and Petroleum by 43.5%, moderately by 30.6%, very greatly by 19.4 and lightly by 6.5%. This indicated that organizational culture greatly affected strategic change management in the Ministry of Energy and Petroleum. This corresponded to Cole and Kelly (2011) who noted that managers need to be aware of the effect of culture on work and their own values, since they may be in a position to bring about cultural changes.

Stakeholder Involvement

The study sought to evaluate the effect of stakeholder involvement on strategic change management in the Ministry of Energy and Petroleum.

Statements on the Effect of Stakeholder Involvement

The respondents were asked to use a likert scale of 1-5 and tell the extent to which statements relating to the effect of stakeholder involvement apply to change management at the Ministry of

Energy and Petroleum. Their collective responses were as shown in table 4.

Table 4: Statements on the Effect of Stakeholder Involvement

	Mean	Std. Dev.
The Ministry involved employees in strategic change management to ensure that supplies were availed on time	3.807	0.902
The Ministry engaged development partners in the change strategy to ensure successful change management	4.129	0.713
The ministry involved its suppliers in the formulation and implementation of strategy	2.129	1.063
The Ministry involved parastatals in strategic change process to ensure easy acceptability and support	4.210	0.890

The respondents as per the findings agreed that the Ministry involved parastatals in strategic change process to ensure easy acceptability and support as shown by an average of 4.210 and that the Ministry engaged development partners in the change strategy to ensure successful change management as shown by an average of 4.129. These agree with Paton and McCalman (2008) who argue that if the problem owner can reach a point at which all parties with a vested interest in change, view it in such a way as to see common objectives and mutual benefits then a great deal of progress will have been made. The respondents also agreed that the Ministry involved employees in strategic change management to ensure that supplies were availed on time as shown by an average of 3.807. This concurs with Kinicki and Williams (2008) who argue that there are likely benefits in involving people throughout the organization in times of change rather than regarding them just as recipients of change.

However the respondents disagreed that the Ministry involved its suppliers in the formulation and implementation of strategy as shown by an average of 2.129. This corresponds to Armenikas *et al.* (2007) who argue that in readiness for organizational change it is suggested that the degree to which employees are prepared for change is influenced by the degree to which they are convinced that a change is necessary, the change could be implemented, the change would be organizationally beneficial, the organizational leaders were committed to the change and the change would be personally beneficial.

The respondents were requested to indicate the extent to which stakeholder involvement affect strategic change management at the Ministry of Energy and Petroleum. The respondents indicated that stakeholder involvement affected strategic change management at the Ministry of Energy and Petroleum to a great extent by 48.4%, to a moderate extent by 27.4%, to a little extent by 16.1% and to a very great extent by 8.1%. This revealed that stakeholder involvement affected strategic change management at the Ministry of Energy and Petroleum to a great extent. This concured with Kinicki and Williams (2008) who argue that there were likely benefits in involving people throughout the organization in times of change rather than regarding them just as recipients of change.

Strategic Change Management

The respondents were asked to indicate the extent of agreement on several statements on strategic change management process in organizations. Their responses were as shown in table 5.

Table 5: Statements on Strategic Change Management Process

	Mean	Std. Dev.
There is readiness for change in the ministry	4.355	0.603

	Mean	Std. Dev
There is delivery on the mandate in the ministry	3.774	0.798
There is reduced change resistance from employees in the ministry	4.258	0.723
The quality of service delivered to customers has improved	3.936	0.939
There has been improvement in employees' perception about change	2.274	0.682

From the findings the respondents agreed that there was readiness for change in the Ministry (Mean=4.355) and that there is reduced change resistance from employees in the Ministry (Mean=4.258). This is in line with Cole and Kelly (2011) who noted that the management of innovation and change is a challenge to every person in an organization, therefore, it is particularly important to develop positive attitudes towards change and to support these by means of appropriate learning and action.

The respondents also agreed that the quality of service delivered to customers has improved (Mean=3.936) and that there is delivery on the mandate in the Ministry (Mean=3.774. These correlate with Queensland (2009) who argue that strategic change management involves working with an organization's stakeholder groups to help them understand what the change means for them, make and sustain the transition and working to overcome any challenges encountered. The respondents however disagreed that there has been improvement in employees' perception about change (Mean=2.274). These are in agreement with Burnes (2009) who argued that emergent approach is a continuous, open-ended, cumulative and unpredictable process of aligning an organization to its changing environment.

Table 6: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.684	0.674	2.132

The regression results indicate an adjusted $-Square value of 0.674, which indicated that the independent variables (top leadership support, communication, and organization culture and stakeholder involvement) explained 67.4% of the variation in the dependent variable (strategic change management in the ministry of energy and petroleum). Adjusted R squared value was more reliable and accurate in determining the efficiency of the model because it included the number of independent variables in its formula whereas the R squared did not.

These were in agreement with Burnes (2009) who argued that emergent approach was a continuous, open-ended, cumulative and unpredictable process of aligning an organization to its changing environment.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1268.88	4	317.220	68.169	1.34E-30
	Residual	586.33	126	4.653		
	Total	1855.21	130			

The analysis of variance results were shown in Table 7. The model had a predictive value and thus significant, at 5% level of significance given a p-value of 0.000 and F calculated (68.169) was significantly larger than the critical F value (2.3719). This was in line with Cole and Kelly (2011) who noted that the management of innovation and change was a challenge to every person in an organization; therefore it was particularly important to develop positive attitudes towards change and to support these by means of appropriate learning and action.

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level

of significance of the study variables. The results were captured in Table 8.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.629	0.217		7.664	0.000
Top Leadership Support	0.766	0.149	0.613	5.248	0.000
Communication	0.785	0.381	0.249	2.102	0.040
Organization culture	0.587	0.196	0.234	3.056	0.003
Stakeholder involvement	0.748	0.291	0.138	2.622	0.010

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$) becomes: **$Y = 1.629 + 0.766 X_1 + 0.785 X_2 + 0.587 X_3 + 0.748 X_4$**

The findings showed that if all factors (top leadership support, communication, organizational culture and stakeholder involvement) were held constant at zero strategic change management in the Ministry of Energy and Petroleum would be 1.629. The findings presented also show that taking all other independent variables at zero, a unit increase in the top leadership support would lead to a 0.766 increase in the scores of strategic change management in the Ministry of Energy and Petroleum. This variable was significant since 0.000<0.05. This conforms to Holbeche (2009) who argues that leadership from a few people at the top of organizations seems to be an essential ingredient of major cultural change.

The findings also show that a unit increase in the scores of communication would lead to a 0.785 increase in the scores of strategic change management in the Ministry of Energy and petroleum. This variable was significant since 0.040<0.05. This is similar to Kirimi (2013) who argues that organizations need a shift away from the old communications approach that is focused only on executives, dictating, one-way, information only, to a new approach that focuses on all stakeholders, is fact-based, motivating, two-way, informative and inspiring, honest and complete.

Further, the findings show that a unit increase in the scores of organization culture would lead to a 0.587 increase in the scores of strategic change management in the Ministry of Energy and Petroleum. This variable was significant since 0.003<0.05. This conforms to Kinicki and Williams (2008) who argued that the downside of a strong culture, critics believe, is that success can so reinforce cultural norms that managers and employees become arrogant, inwardly focused and resistant to change, with top managers becoming blinded to the need for new strategic plans.

The study also found that a unit increase in the scores of stakeholder involvement would lead to a 0.748 increase in the scores of strategic change management in the Ministry of Energy and Petroleum. This variable was significant since 0.010<0.05. This correlates with Armenikas *et al*. (2007) who argue that in readiness for organizational change it is suggested that the degree to which employees are prepared for change is influenced by the degree to which they are convinced that a change is necessary, the change could be implemented, the change would be organizationally beneficial, the organizational leaders were committed to the change and the change would be personally beneficial.

As per the findings, at 95% confidence level, all the variables were significant as the p-value was less than 0.05. The study infers that communication had the greatest effect on strategic change management in the ministry of

energy and petroleum, followed by top leadership support, then stakeholder involvement while organization culture had the least effect on strategic change management in the Ministry of Energy and Petroleum.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study sought to determine the effect of top leadership support on strategic change management in the Ministry of Energy and Petroleum. The study found that top leadership affected strategic change management in the Ministry of Energy and Petroleum moderately. The study revealed that the top leadership adopted appropriate reporting structure for effective change implementation, that the top leadership properly planned the tasks for successful management of change and that the top leadership approved adequate financial resources for change management process.

The study also found that top leadership provided direction to staff on change implementation at the Ministry, they were personally involved in the change management process at the Ministry, that the top leadership staff showed full commitment to change management at the Ministry, that the top leadership assigned tasks properly to ensure successful change management and that the top leadership instituted appropriate controls to guide the change management process at the Ministry. The study further found that the top leadership built adequate capacity among staff for implementation of the change, that the top leadership did not influence staff to adopt change at the Ministry and that the top leadership did not assign specific change agents tasks on change implementation.

The study sought to establish the effect of communication on strategic change management in the Ministry of Energy and Petroleum. The study found that communication greatly affects strategic change management in the Ministry of Energy and Petroleum. The study found that the

messages on strategic change management were free from errors, that the messages on strategic change management were sent within appropriate time and that the messages on strategic change management were clearly drafted. The study also found that information on strategic change management was conveyed to staff in good time and that the communication adopted allowed all staff participation. The study revealed that information on strategic change management was communicated using appropriate channels i.e. meetings, emails, memos etc and that the information flow was not well managed across different departments and employee levels.

The study sought to assess the effect of organizational culture and found that it greatly affected strategic change management in the Ministry of Energy and Petroleum. The study found that government way of performing tasks affected strategic change management and that underlying assumption on how government operations are carried out promoted strategic change management. However the study found that employee attitudes did not enhance change implementation at the Ministry and that the values held in the Ministry did not affect strategic change management.

The study sought to evaluate the effect of stakeholder involvement on strategic change management in the Ministry of Energy and Petroleum. The study revealed that stakeholder involvement affected strategic change management at the Ministry of Energy and Petroleum to a great extent. The study found that the Ministry involved parastatals in strategic change process to ensure easy acceptability and support and that the Ministry engaged development partners in the change strategy to ensure successful change management. The study found that the Ministry involved employees in change management to ensure that supplies were availed on time. The study found that the Ministry

did not involve its suppliers in the formulation and implementation of strategy.

Conclusion

The study concluded that top leadership support affected strategic change management in the Ministry of Energy and Petroleum moderately. The study deduced that the top leadership properly planned the tasks in the change implementation and approved adequate financial resources for change management process. The top leadership provided direction to staff on change implementation at the Ministry and that the staff showed full commitment to strategic change management at the Ministry. The study concluded that the top leadership did not build adequate capacity among staff for implementation of the change, that it did not influence staff to adopt change at the Ministry and that they did not assign specific change agents tasks on change implementation.

The study concluded that communication greatly affected strategic change management in the Ministry of Energy and Petroleum. That the messages on strategic change management were free from errors, were sent within appropriate time and that they were clearly drafted. The study revealed that information on strategic change management was not communicated using appropriate channels such as meetings, emails, memos etc.

The study concluded that organizational culture greatly affected strategic change management in the Ministry of Energy and Petroleum that government way of performing tasks affected strategic change management and that underlying assumption on how government operations are carried out promoted strategic change management. The study also deduced that employee attitudes did not enhance strategic change implementation at the Ministry.

The study concluded that stakeholder involvement affects strategic change management in the Ministry of Energy and Petroleum. The Ministry involved parastatals in strategic change process to ensure easy acceptability and support and that the Ministry engages development partners in the change strategy to ensure successful change management. The Ministry also involved employees in strategic change management to ensure that supplies were availed on time.

Recommendations

From the findings, it was recommended that the Government of Kenya through the Ministry of Energy and Petroleum embarks on organizational diagnosis with a view of institutionalizing change practices in the public sector. Strategic change management practices should be entrenched in the structure of the public sector. As a stop gap measure the public sector should address all the factors affecting change management practices. There is need to polish strategic change planning, address the work force motivation, handle resistance to change and public sector culture which curtail realization of change objectives. The Government should also consider introduction of serious annual strategic change management audits with a view to strengthening their capacities in managing change. These institutions should consider engaging specialized consultants to interrogate their structures on the viability of sustaining change processes.

From the findings, it was recommended MOEP should take appropriate measures in order to counter challenges encountered due to organizational culture during strategic change management process. The Ministry should conduct continuous staff training and create awareness, enhance a sustainable change implementation plan, hire competent managers; create staff empowerment and rewarding system and enhance job rotation as well as set and review organizational goals. The study also recommends that the Ministry should uphold training on corporate governance, and

management development and provide more resources in the strategy management process. In addition, the management should be sensitized on their organizational roles and evade political influence as well as be fully involved in setting the goals for strategic change management.

Further, the Ministry should create an effective feedback mechanism, interactive forums; enhance departmental objectives; monitor and evaluate strategic change communication media; embrace technology; emphasize on time plans and employee networks; and conduct regular meetings to create awareness on strategic change and encourage free flow of information in order to improve communication. Tactical feedback in the Ministry can be enhanced through effective communication; involving all the stakeholders; supporting the process through provision of resources; setting timely feedback period as well as through monitoring and evaluation of the process.

The study recommended the adoption of other measures to alleviate employee's resistance such as involving all staff in decision-making process to allow identification with the need for and understanding of the goals of the strategy. This would also improve negotiation if a few important resistors are identified. Besides, information provided during the implementation can be used to build support for a strategy that is succeeding or to re-direct efforts in implementing a strategy that is not meeting expectations.

The study also recommended that change process should involve the participation of all employees, be communicated clearly, frequently and through several channels while managers should foster a change culture in their organizations. The management should establish a culture that supports change with the change programs being incorporated in the organizational culture. This would encourage effective management and implementation of change. The study recommends that organizations should focus on taking the right measure in strategic change management.

Recommendations for Further Studies
Since this study focused on evaluating factors affecting strategic change management in the Ministry of Energy and Petroleum only, another study was recommended which should be conducted in other ministries. The study also recommended that another studies should be carried out to investigate the challenges of strategic change management on strategy implementation among state corporations in Kenya.

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