MANAGEMENT PRACTICES AND IMPLEMENTATION OF STRATEGIC CHANGE IN SELECTED GOVERNMENT MINISTRIES IN KENYA

PURITY CHACHA

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May, 2018
DECLARATION

I declare that this project is my original work and has not been presented for a degree in any other University.

Signature…………………………………… Dates………………………………

PURITY CHACHA
D53/CTY/PT/22231/12

I confirm that the work in this project was done by the candidate under my supervision

Signature…………………………………… Dates………………………………

DR. KABURU KINOTI
DEPARTMENT OF MANAGEMENT SCIENCE
DEDICATION
I dedicate this research project to my loving family for their encouragement, motivation, financial and psychological support throughout my study period, my Dr. Kaburu Kinoti for his tireless efforts in guidance, support, supervision and patience and last but not least my colleagues and friends. May the Almighty God bless you All.
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## OPERATIONAL DEFINITION OF TERMS

**Communication:** The process of passing/ channeling information from one entity (person, group, place, level) to another with the aim of accomplishing specific objectives.

**Employee empowerment:** Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

**Implementation:** Translating strategy into action. It involves organization of the firm's resources (programs, budgets, and procedures) and motivation of the staff to achieve objectives.

**Organisation Structure:** This is how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims.

**Strategic change:** A restructuring of an organization's business or marketing plan that is typically performed in order to achieve an important objective. For example, a strategic change might include shifts in a corporation's policies, target market, mission or organizational structure.

**Strategy:** The direction and scope of an organization over the long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling the vision, goals and stakeholder expectations.

**Top management commitment:** Top Management Support is when high level managers in a corporation seek to help lower-level employees. As a result, employees perceive the support from their managers as organizational support.
ABBREVIATIONS AND ACRONYMS

**ACORD:** Cooperation and Research Development in Kenya

**EU:** European Union

**SPSS:** Statistical Package for Social Science

**UK:** United Kingdom
ABSTRACT

Strategic change management entails thoughtful planning, sensitive implementation and above all consultation with, and involvement of the people affected by the change. The purpose of this study was to assess the management practices and implementation of strategic change at selected Government Ministries in Kenya. This study was guided by the following specific objectives; to determine the extent to which organizational structure influences strategic change implementation; to examine the relationship between employee empowerment and strategic change implementation; to ascertain the influence of top management commitment on strategic change implementation and to find out how organization communication affect strategic change implementation at selected Kenyan Government Ministries.

This study adopted a descriptive and explanatory research design and the population of the study was 340 top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This researcher employed census survey, which means all the 340-top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning were the respondents for the study. Primary data was collected using a questionnaire while secondary data was obtained from relevant publications and literature review from libraries. Data was tabulated and analyzed for using SPSS version 21 software. A higher Cronbach Alpha of 0.938 was achieved compared to the 0.7 which the study benchmarked against. Data was presented using tables, and pie charts to make them reader friendly. Inferential statistics were also used to develop a straight-line predictor model.

The study revealed that; to enhance strategic change implementation success, organizations must select the right people for key positions. Additionally, the current organizational structure in the ministries enhanced institutional effectiveness. Further the study indicated that there is need for training of staff across the board on the changes to be made and the implementation process. The study concluded that some of the departments in the three Ministries had a good organizational structure which enabled and facilitated strategy implementation. This in turn improved efficiency of communication from the top to lower level staff. The major conclusion from the research findings is that there is need for empowering the supervisory staff to ensure that the lower staff members are on board with the strategy as well as to retain the staff. It is recommended that the ministries should continue to streamline the organization structure and design as per function so that the strategic change can effectively be implemented. The lower and supervisory levels need to be sufficiently empowered so that they can assist to cascade the strategy downwards. There should be rewarding of the staff based on their contribution towards the implementation of strategies. The ministries and their departments should put in place measures for tracking down staff progress, facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the organisation objectives. Managers should provide a clear vision that governs change in the organization. Leadership should be committed to effectively make change in the public sector. This involves use of effective and open communication and capacity building: training of statistics in order to build consensus to support management.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In an ever-changing global economy, Scholes (2013) notes that organizations must develop new competences to help them continue operating in the face of dwindling competences and other old advantages due to environmental changes. Changes are inevitable in both the private and public sectors. Thus all organizations must change with the environment lest they become irrelevant. Barney and Lawton, (2011) observed that changes in service organizations, ‘arise out of the need for efficiency, economy, effectiveness, performance evaluation ethics and market concerns’. Change is therefore a continuous occurrence in the existence of corporations particularly due to increasing demand for services and anticipations of quality of those services.

Great strategies are worth nothing if they cannot be implemented (Okumus & Roper, 2013). It may be better to implement a second-class strategy well than to ruin a first-class strategy by ineffectual implementation. Less than half of all formulated strategies get implemented (Hambrick & Canella, 2014). Every failure of implementation is a failure of formulation. The utility of any tool lies in its effective usage and so is the case with strategy. Strategy is the instrument through which a firm attempt to exploit opportunities available in the business environment. The performance of a firm is a function of how effective it is in converting a plan into action and executing it. Thus, implementation is the key to performance, given an appropriate strategy.
1.1.1 Implementation of Strategic Change

Strategic change is long term in nature, affects the entire organization and aims at achieving effectiveness. Most organizations have been undergoing rapid changes during the last decade. Actually, not all these change is immediately related to current economic problems. Strategic change management entails thoughtful planning, sensitive implementation and above all consultation with, and involvement of the people affected by the change. Problems arise when change is forced on people and, therefore, change must be realistically achievable and measurable (Chapman, 2015). According to Jeff, (2013), it is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace. According to Mullins, (2013) strategic change management can be studied in terms of its effects at the individual, group, organization, society and national or international levels. In the past, employees’ feelings and contribution to the organization was not viewed as very important.

According to the White Paper of Strategy Implementation of Chinese Corporations in 2013, strategy implementation has become the most significant management challenge which all kinds of corporation’s face at the moment. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their change strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today's organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control.
In Norway, a survey of management consultants summarized that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Cole, 2011). Beer and Nohria (2013) have also shown that currently, many change projects and development programs produce unsatisfactory results in many of the European Countries Public Sector. A 2011 study by Harvard Business Review further found that 66% of change initiatives fail to achieve their desired business outcomes in the Post-Soviet States.

In Dubai as revealed by Abdul (2012) the main factors that had prompted strategic change in the Dubai public sector included: economic recession and the government’s reform programs. Dubai was one of the cities that was impacted heavily by the economic recession of 2008; this, to a large extent, affecting the social demographics of the city since many expatriates left for their home countries, which resulted in a sudden reduction in the demand for public services. The sudden change in population size and lack of financial resources needed to finish projects already underway, required extensive strategic planning initiatives to respond to change. In relation to government reform programs, the Dubai government through its Executive Office has issued a number of requirements to the public sector organisations to enhance their strategic planning practices and to comply with some frameworks, such as the Dubai Government Excellence Program Framework.

In Rwanda, Kamugisha (2013) revealed that strategic change implementation in many organisation facing a myriad of challenges. Some of them included barriers between departments, not enough support from senior management, resistance of middle management to change, focus too much on technological aspects and too less on people, scope of change not well defined, project is oversized, resistance of users to change, not enough resources available, budget needed higher than expected, organization and procedures not adapted to
the new situation, no transparent goals/objectives, time for implementation needed longer than expected and goals too aggressive.

The Kenya Government since 1980’s embraced strategic changes influencing Public Sector service delivery as anchored in Sessional Paper No.1 of 1986 (G0K, 1986) and those spearheaded by Breton Wood focused on cost containment and efficiency of service delivery (World Bank, 2013). Some of changes by the government included restructuring, public service reforms, retrenchment and performance contracting. The change has been partly successful in selected parastatals and, judiciary though little evidence in public sector (Martin, 2013). The success rate for most Organizational strategic change implementation programmes launched within organizations is poor with failure rate at around 70% (Baloguna & Hailey, 2013).

1.1.2 Organisation Structure

Strategic change management is even more important, nowadays, where rapid globalisation, widespread economic crisis, and unprecedented change at the international geo-political landscape coupled with the relentless advancements of technology have made the need for organisational change an inseparable part of organisational life and management practice (Kroon, 2015).

In a strategy structure study, Cater (2013) suggested that organizational structure has been influenced by the organization’s strategies. Concurring with Cater (2013) study, Covin and Bayrami (2015) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy). David, and Hickson (2014) proposed turning poor coordination into teamwork by realigning roles,
responsibilities, and accountabilities with strategy. Scott (2014) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized.

1.1.3 Employee Empowerment

According to Taiwo (2013), it is highly important to ensure the employees’ understanding and sense making of the strategies in order to be able to follow and reach them. They therefore further argue that it is essential to consider sense making in both strategic planning and implementation, but also in the plan for spreading the strategies further down the hierarchy. Sense making is according to Cole (2011) about making sense of different concepts. Within organisations this refers to the common sense making among all the employees so that they all work towards the same goals and all have the same perception of these goals. For a strategy to be successful the six mind shifts are that it must be twice as important to implement as creating, that people are open to change when it is communicated in the right ways, implementation is about taking the right actions, staff members also know exactly what actions they need to take, new strategies are needed every two or three years and finally strategy must be reviewed twice a month at least (David, 2011).

1.1.4 Top Management Commitment

Successful top management requires effective use of power in overcoming barriers to change (Drazin, 2014). Power refers to a leader’s ability to get things done in a way he or she wants them to be done. It is the ability to influence other people’s behavior, to persuade them to do things that they would otherwise not have done and to overcome resistance and opposition to
changing direction. Effective exercise of power is essential for successful leadership (Flood, 2010). Top management is responsible for the provision and allocation of implementation factors such as leadership and organizational culture in facilitating strategy implementation. It may be argued that management of an organization strategy should not be restricted to the top managers but managers at all levels (Fincham, 2012).

1.1.5 Communication
Communication and strategy is critical within organisational change (Hann, 2012). Jeff (2013), define change as making things different. Change is also something that can be found everywhere in our society since new times or new conditions requires new methods or new strategies to be able to handle these new conditions. Change is unavoidable and the sooner organisations understand this, the sooner they can come up with a strategy about how these changes should be handled (Kroon, 2015). Organisational change does, according to Martin and Smith (2013), include all modifications that make the human performance change.

1.1.6 Kenya Government Ministries
In Kenya, government ministries strategy implementations have been practiced since independence, yet various ministries are still lagging behind in terms of development and service delivery (Opiyo, 2016). As Martin (2013) notes, best-developed strategies in Kenyan ministries do not contribute to effective outcomes due to lack of efficient implementation approaches. One such institution is the National Treasury. This institution is the nerve centre of all financial transactions in the public service and its policy initiatives have a major impact on the Kenyan economy. According to the Ministry’s draft strategic plan for 2013-2017, some of the short comings in the implementation of 2009 – 2012 strategic plan includes; low absorption of Official Development Assistance, inability to attract and retain qualified and
skilled manpower due to poor remuneration in the public service and poor administration of
Schemes of Service, inadequate adoption of ICT in the Ministry and low connectivity with
line ministries/departments, mismatch between revenue inflows and expenditure, unrealistic
cash plans by spending units, and tax evasion and inability to meet targeted revenue
collection among others (Martin, 2013).

The ministry of Interior and Coordination of National Government has succeeded to a larger
extent in implementing some of its strategic changes (Opiyo, 2006). Its most successful
projects include the Huduma Centres and the e-citizen portal among others which have
contributed immensely to service delivery for Kenyans. The ministry also had its share of
strategic change failure in the NYS project which was once touted as part of the solution to
rampant youth unemployment in the country but later became a pet project of corrupt cartels.
The service has been regarded as the home of staffing irregularities, disregard for
procurement processes, sabotage and conspiracy to mislead bosses among other malpractices.
Behind the good intentions in the programme, 791 million of shillings were siphoned in 2016
through at least eight different schemes from paying for air, paying twice for the same
invoice, overpayment and outright theft (Opiyo, 2016).

According to Machuki (2012) the Ministry of Agriculture’s past food security strategies have
succeeded only minimally in alleviating the country’s food and nutrition problems due to
several reasons. Key among these are inadequate budgetary allocations, unstable
macroeconomic conditions, limited involvement of the private sector, inadequate sectorial
coordination, lack of monitoring and evaluation systems, limited stakeholder participation,
and lack of a clear food and nutrition strategy (Machuki (2012).
The Government of Kenya Sessional Paper (2014) on the reforms and operational efficiency of the Ministries established that low adoption of strategic management practices among ministries in Kenya has led to failure to realize effective change implementation. Change implementation among ministries in Kenya has remained a challenge due to inappropriate strategic management practices adopted. Inability of them to adopt strategic management practices, internal and external forces are some of the aspects that has contributed to lack of change implementation (GoK, 2014). Despite the effort to introduce change among ministries in Kenya, internal and external challenges like; structure, resource commitment, management support, communication, employee skills and leadership styles are experienced (Machuki, 2012).

1.2 Statement of the Problem

There are several challenges which act to constrain strategic change implementation in the public service. Lack of strength in organizational leadership or managerial style to overcome crises in the business and organizational systems is one of these challenges (De Wit & Meyer, 2010). Additionally, not allocating resources (including rewards) or core competencies effectively usually leads organizations to face hurdles during strategic change implementation initiatives (Burke, 2011; Sugarman, 2012).

Studies conducted on African firms revealed that many organizations created strategic plans but rarely implemented them as scheduled (Aosa, 2012). Kenyan government departments have very good strategic plans rotting in the cabinets which if well implemented, would help resolve many of the problems the county is facing such as perennial famine and water shortage and labour unrests.
However, few studies have been done locally studies on strategic change among them: Ruth (2013), who studied challenges of strategy implementation at Mazars Kenya. Her study revealed that industry forces particularly competition and changes in economic conditions greatly influence strategy implementation in Mazars Kenya. Similarly, Teresa (2013) researched on strategic plan implementation in non-governmental organizations in Kenya. The outcomes illustrate that when operational strategies are aligned with resources, it is possible to enhance operational effectiveness.

A study by Ochieng (2011), found that resource allocation was the dominant among factors considered imperative for successful implementation of information systems in commercial banks. Notwithstanding these studies and more on strategic change implementation (Ruth, 2013; Teresa, 2013 Ochieng, 2011; Oanda, 2013) very few studies that have been done on management practices and implementation of strategic change of selected Government Ministries in Kenya. Additionally, little efforts have been made to address the challenges experienced in the implementation of strategies in National Government Ministries in Kenya. This study thus sought to add more knowledge in this research area.

1.3 Objectives of the Study

1.3.1 General Objective

This study sought to assess management practices and implementation of strategic change at selected Government Ministries in Kenya.

1.3.2 Specific objectives of the Study

This study was guided by the following specific objectives;
i. To determine the extent to which organizational structure influences strategic change implementation at selected Kenyan Government Ministries

ii. To examine the effects of employee empowerment on strategic change implementation at selected Kenyan Government Ministries

iii. To ascertain the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries

iv. To find out how organization communication affects strategic change implementation at selected Kenyan Government Ministries

1.4 Research Questions

The study sought to answer the following questions

   i. How does organizational structure affect strategic change implementation at selected Kenyan Government Ministries?

   ii. To what extent does employee empowerment affect strategic change implementation at selected Kenyan Government Ministries?

   iii. What is the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries?

   iv. What are the effects of organizational communication on strategic change implementation at selected Kenyan Government Ministries?

1.5 Significance of the Study

The findings of the study are important to policy makers and stakeholders in the public sector. By establishing the management practices and implementation of strategic change in
the public sector, the findings of the study should help to influence the planning, designing and implementation of sound strategic change policies that align with the country’s overall economic strategy.

Similarly, the study findings may be used to advise leaders and managers in public sector and state corporations on responsible strategic plans and policy decisions to help facilitate and sustain optimal organizational performance and to manage organizational and national resources for the benefit of the public.

This study may also inform future academic research into the field of organizational change management by acting as a reference point on which to build ideas as well as expanding the knowledge on this research topic. The study may also promote other important relationships that require further research; this may be in the areas of relationships between strategic change and its implementation. The findings may also shed light on the results of Kenya Government’s reforms which led to the current status of the organizations of study.

1.6 Scope of the Study

The process of strategic change implementation is both broad and dynamic with many factors affecting implementation. Thus while this study sought investigate management practices and implementation of strategic change, in Kenya’s public sector, it focused on a few selected Kenyan Government ministries namely the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. The study also focused on few but pertinent factors affecting strategic change implementation namely: organizational structure, employee empowerment, top management commitment and organisation communication. The study was therefore limited to these four factors which other scholars
have recommended as areas in need of further research. The study targeted 340 employees in the selected ministries and did a census survey while establishing the sample. The study took a duration of 5 months.

1.7 Limitations of the Study

The researcher encountered various limitations that hindered access to information that the study sought. The main limitation of study was its inability to include more Ministries in the Country. Some of the respondents targeted were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them or their Ministry. The researcher handled the problem by carrying an introduction letter from Kenyatta University and assured them that the information they would give, would be treated with utmost confidentially and it would be used purely for academic purposes.

1.8 Organization of the Study

Chapter one comprised of the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, limitations and assumptions the study. Chapter Two covered the introduction and the body of the study where specific objectives were discussed, theoretical framework, related empirical literature as well as the conceptual framework. Chapter three contained the following: research design, target population, sampling procedure, research instruments, validity and reliability of the instruments and data analysis. Chapter four contained data analysis and presentation while chapter five contained summary of the findings conclusion and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is a review of relevant literature which is considered necessary in helping to understand the research study. It addresses critical review and highlights the presentation and conceptual framework.

2.2 Theoretical Framework

This study was guided by four theories; these include ADKAR, a goal-oriented change management model, institutional theory and the communication theory.

2.2.1 Institutional Theory

Institutional theory focuses on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behaviour (Scott, 2014). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Powell and DiMaggio (2011) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Instead, it seeks cognitive and cultural explanations of social and organizational phenomena by considering the properties of supra-individual units of analysis that cannot be reduced to aggregations or direct consequences of individuals’ attributes or motives.

Scott (2014) indicates that, in order to survive, organisations must conform to the rules and belief systems prevailing in the environment. Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time;
and how they fall into decline and disuse. Institutional theory states that organizations exist in an institutional environment which defines and delimits its social reality (Scott, 2014). In the current study, institutional theory is applicable given that the Ministry of water and irrigation is an organization. It is the organization within which strategic change implementation is taking place and the organization has structures, rules, norms and routines. The institutional theory therefore points out the need to focus on the institutional factors that could influence strategic change implementation. This theory is in support of the first variable which the organization structure.

2.2.2 ADKAR Model

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. According to Hiatt (2013) the ADKAR change model was introduced by Prosci in 1998. Prosci is a globally acclaimed leader in rendering services such as process design and change management research. The organization is also well known for provision of change management and reengineering toolkits and benchmarking information. Prosci’s research shows that problems with the people dimension of change are the most commonly cited reason for project failures. He adds that ADKAR is a goal-oriented change management model that allows change management teams to focus their activities certain business results.

The model was initially used for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. By identifying the required outcomes of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of
their work. The goals defined by ADKAR are sequential and cumulative. An individual must get each aspect in sequence in order for a change to be implemented and sustained. The model can be applied to identify gaps in the change management process and to provide effective coaching for your employees. The ADKAR model can be applied in diagnosis of employee resistance to change, help employees transition through the change process, create an acclaimed action plan for personal and professional advancement during change; and formulate a change management plan for staffers (Hiatt, 2013).

The ADKAR model can help in pointing out reasons for failure of change and assist the managers to take the required steps to make the change a success as they are able to breakdown the change into steps, figure out the reasons for failure of change and provide the remedial measures necessary. Change happens on two dimensions: the business dimension and people dimension. Successful change happens when both dimensions of change occur simultaneously. The business dimension of change encompasses: identification of business needs; project scope and objectives determination; business solution through new processes and systems; development of new systems; and implementation of the solutions. Effective management of the people dimension of change requires managing five key goals that are the basis of the ADKAR model: Awareness of the need to change; Desire to participate and support the change; Knowledge of how to change (and what the change looks like); Ability to implement the change on a day-to-day basis; and Reinforcement to keep the change in place (Hiatt, 2013). This theory reinforces the second variable which is employee empowerment.
2.2.3 The eight Change Approaches

Kotter (1995) argues that change occurs in eight stages. The stages are: creating a sense of urgency by helping the team see the need for change and how critical it is to act with speed; pulling together the guiding team by ensuring you have an influential team spearheading the process; formulation of a new vision and making it clear how the future will be better; Phases of change for employees empowering by elimination of impediments for those willing to embrace change; creation of visible short term successes; pressing harder and faster after the first successes; and creation of a new culture by reinforcing the new way of doing things. This theory reinforces the third variable which is top management commitment.

2.2.4 Communications Theory

Wolfgang (2011) pointed out that communication is possible only upon a common language between sender and receiver. Marianne, Elain and Zellei (2011) explain Communication Theory as a field which expanded the conversation regarding disciplinary identity in the field of communication. Theory of communication proposes a vision for communication that engages in dialogue on the practice of communication. In this deliberative process theorists would engage in dialog about the "practical implications of communication theories. Leonarda and Susana (2011) explain communication theory as an outline on how each one of the elements of communication processes would engage the others in dialogue.

The main elements of communication according to communication theory are seven. First, is the source which Shannon calls the information source, which produces a message or sequence of messages to be communicated to the receiving terminal. Second, is the sender or transmitter, which operates on the message in some way to produce a signal suitable for transmission over the channel. Third, is the channel that is merely the medium used to
transmit the signal from transmitter to receiver. Fourth, is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the message from the signal. Fifth is the destination that is "the person (or thing) for whom the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated. This theory reinforces the fourth variable which is organisation communication.

2.3 Empirical Review

This section analyses literature from other scholars based on the four independent variables and the dependent variable. The section further contains the summary and research gap and the conceptual framework.

2.3.1 Organizational Structure and Strategic Change Implementation

Organisational structure refers to the clustering of tasks and people into smaller groups. All organisations need some division of labour in order to function efficiently and effectively requiring them to structure the organisation into smaller parts. In organisations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organisational structure will consist of one or more layers of management (De Wit & Meyer, 2010).

Organisational structure specifies the firm’s formal reporting relationships, procedures, controls, authority and decision making processes. Developing a structure that supports a firm’s change initiative is difficult especially because of the uncertainty in the ever changing and dynamic environment. Effective structures provide stability the firm needs to
successfully oversee change process and at the same time maintain its competitive advantage and developing new ones. Top level managers hesitate that there are problems with the organisations structure in that doing so suggests that their previous choices were not the best ones. Because of these inertial tendencies, structural change is often induced instead by the actions of stakeholders who are no longer willing to tolerate the firm’s performance (Hitt, 2012).

According to Kroon (2015), the choice of an organization structure is determined by the business strategy. Structure follows strategy and the two must be coordinated to ensure the best results. The organization structure that will result in most effective strategy implementation must be developed, taking into consideration the size of the business, diversification of the product range, rate of change in the environment and the need for information. Kroon further contends that organizing goals are derived from the strategy and goals of the business. The extent of activities and content of hierarchy of goals determine the manner in which the business is structured. Kroon (2015) suggested that the organization structure that is developed must be practical and acceptable, and must follow the business strategy in order to make it possible to achieve the goals. The business organization structure consists of formal and an informal part. The formal organization structure is established by careful planning and indicates the jobs of the employees in the business. However, the informal organization refers to the formation of informal groups by the employees of a business. These groups develop spontaneously as a result of interaction and communication between employees. Kroon added that the informal group exists because of a man’s social needs. The informal organization can have a positive or a negative effect on the business activities.
According to David (2011), changes in strategy often require changes in the way organization is structured for two major reasons. First, structure largely dictates how objectives and policies will be established. For example, the format for objectives and policies established under a geographic organizational structure is couched in geographic terms. Objectives and policies are stated largely in terms of products in an organization whose structure is used on products groups. The structural format for developing objectives and policies can significantly impact all other strategy implementation activities. Baker (2012) asserted that organizational structure can help or hinder, support or block strategic change. A good fit-for- purpose structure will enable changes, continuous or discontinuous, small or large, to be made effectively and efficiently.

2.3.2 Employee Empowerment and Strategic Change Implementation

According to Hellriegel and Slocum, (2013) employee empowerment revolves around giving employees the authority, skills, and self-control to perform their tasks. Further, Pearce and Robinson (2013) defines empowerment as the act of allowing an individual or team the right and flexibility to make decisions and initiate action. Brymer (2011) sees empowerment as a process of decentralizing decision making in an organization, where managers give more autonomy to their lower level and front line employees. In the same regard, Lincoln, Travers, Ackers & Wilkinson (2012) view empowerment as the use of certain techniques to transform those without power into equitable position. In this regard, therefore it is clear that the concept of empowerment is the practice of giving employees the authority to make decisions that enhance the processes as perceived by the employee without referring to superiors.

Employees who are competent, employees are aware of the strategy and their role in it cannot participate in its execution without being empowered to do so. Employee empowerment has
very strong relationship with employee’s ability to execute strategy (Argyris, 2012). The skills and capabilities of employees cannot be fully utilized without such employees being empowered. In a study by Wharton and Gartner (2013), it is revealed that execution decisions take too long to be executed. As such, when decisions take too long to be executed it is a sign of lack of empowerment because employees do not have the power to make their own decisions and thus they need to wait until the busy top management makes them.

A study by Mahoney and McMillan (2010) revealed that workers directly involved in a process know best how to improve it. Since Kenyan organizations have high power distance, as identified by Hofstede (2014), it is evident that Kenyan organizations in general do not apply empowerment principles. And since existing literature has shown a link between empowerment and successful strategy execution, it can be proposed that employee empowerment is one of the factors impacting successful strategy execution in Kenyan organizations. As such the lack of employee empowerment in Kenyan organizations is seen as a major barrier to strategy implementation.

A study by Kaplan and Norton (2010) on strategy execution problems in organizations in the United States revealed that in the great majority of surveyed companies; not more than 10 percent of employees understood their company’s strategy. Other research studies have also revealed that less than 5 percent of the employees typically understand their organization's strategy (Kaplan and Norton, 2010). Similarly, Hrebiniak (2012) has stated that in many organizations he studied, employees most often were not aware of their company's strategy. It is clear that if all employees cannot understand the strategy and their roles in it, successful strategy execution is highly unlikely (Kaplan and Norton, 2008).
According to Raps (2015), one of the reasons why strategy implementation processes frequently leads to very challenging and complex problems or even fail, is the vagueness of the assignment of responsibilities. Michlitsch (2010) asserts the need for people to know clearly what they are supposed to do if the company wants to succeed. In addition, employees have to be given clear guidance to enable them successfully executing the strategy. Wheelen and Hunger (2015) states that lack of direction in the organization makes people to do their work according to their personal view of what tasks should be done, how, and in what order. This therefore compromises the priorities of the organization. Strategy executors are comprised of top management, middle management, lower management and non-management. In this regard, therefore for a strategy to be effectively executed, at least the people involved should be of very high quality (Govindarajan, 2011).

According to Viseras, Baines, and Sweeney (2012) there are key success factors as far as strategy execution is concerned. These however can be categorized into three: people, organization and systems in the manufacturing environment. Their intriguing findings show clearly that success of strategy execution largely depends on the human or people side of the organization and less on organization and systems related factors.

According to McKnight (2015) the human resources department is in most cases absent when it comes to strategy formulation and implementation as such most organizations consider the human resource function as being a non-business and non-important department. He therefore argues that the human resource function should be designed in a manner that makes it not only part of the whole organization anatomy but also as a strategic business partner. This will enable it to take part in both strategy formulation and implementation (McKnight, 2015). This assertion has also been echoed by Flood et al. (2010) who has confirmed this
need and who further suggests that employs should not only be engaged in formulating the strategy but should also be involved in executing it.

2.3.3 Top Management Commitment and Strategic Change Implementation

In a study by Cater and Pucko (2010) on the activities for and obstacles to strategy execution on a sample of 172 Slovenian Companies, their findings were that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. Moreover, the results revealed that greater obstacles to strategy execution in the forms of inadequate management skills and employee’s reluctance to share their knowledge have a negative influence on performance.

Mullins (2015) argues that most managerial problems have physical, psychological, social and economic aspects. By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems. Taylor (2015) observed that in order to have all workers attaining the necessary understanding of the company vision and goals, provide commitment and actively get involved in translating the strategic plans into implementable activities with measurable results, strong and decisive leadership is needed to drive the course.

Thompson and Strickland (2010) add to this view by observing that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications. In his study “Effect of selected variables on corporate performance,” Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that; any corporate agenda will be a
successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment. Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation. The CEO and management team members will need to spend much time to understand implications of the changes that are in their area of operation and the general environment, and then develop agenda for effectively implementing the strategic plan to suit the new situation. The ownership and involvement of the top management extends beyond strategic planning stage and include actual implementation process by which the planned strategies are actualized. This enables the management team’s overall ability to work together for a common goal and also to tap into the individual entrepreneurship skills of these team managers.

According to Curtin (2010), the concept of strategic leadership involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions. Lufthans (2012) argues that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities. If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision.
In his study “An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya,” Aosa (2012) observed that managerial involvement had little impact on strategy implementation among local companies but significant among foreign companies. Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results.

Aosa (2012) noted that participating in the implementation of strategic plans varied with some companies exhibiting high participation while others had low participation as dictated upon by their leadership style. Leaders should focus their members in the same direction with CEOs being at the forefront to provide vision, initiative, motivation and inspiration (Ombina, Omoni & Sipili., 2010). Mulube (2009) in his study on “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance” noted that for most organizations in Kenya, an emphasis is always placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making. Thus an effective strategy implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees in order to enhance implementation practices.

Mintzberg (2014) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that
generate clear communication to the followers with confidence and approval from the stakeholders.

2.3.4 Organization Communication and Strategic Change Implementation

Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. People need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the firm activities (Aosa, 2012). Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented.

A study by Kaplan and Norton (2008) on strategy execution problems in organizations in the United States revealed that in the great majority of surveyed companies; not more than 10 percent of employees understood their company's strategy. Other research studies have also revealed that less than 5 percent of the employees typically understand their organization's strategy (Kaplan & Norton, 2010). Similarly, Hrebiniak (2015) has stated that in many organizations he studied, employees most often were not aware of their company's strategy. It is clear that if all employees cannot understand the strategy and their roles in it, successful strategy execution is highly unlikely (Kaplan & Norton, 2010). According to Raps (2015), one of the reasons why strategy implementation processes frequently leads to very challenging and complex problems or even fail, is the vagueness of the assignment of responsibilities.
Michlitsch (2010) asserts the need for people to know clearly what they are supposed to do if the company wants to succeed. In addition, employees have to be given clear guidance to enable them successfully executing the strategy. Wheelen and Hunger (2015) states that lack of direction in the organization makes people to do their work according to their personal view of what tasks should be done, how, and in what order. This therefore compromises the priorities of the organization. Strategy executors are comprised of top management, middle management, lower management and non-management. In this regard, therefore for a strategy to be effectively executed, at least the people involved should be of very high quality (Govindarajan, 2013). At this juncture, the quality of the executors is accredited to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Litteljohn, 2011).

Robinson and Pearce (2014) have observed that miscommunication occurs between the point where communication starts and the point where it is received. More so, the interpretation of that communication plays a vital role which requires managers to be enforcing a strong culture that embrace clear understanding of communications from all corners of the organization. This means that managers must be aware of people’s beliefs, attitudes, behaviour, demands and arguments in order to communicate effectively the message of strategic plan implementation to the employees (Burnes, 2014).

2.3.5 Strategic Change Implementation

In the world of management, increasing numbers of senior researchers are recognizing that one of the key routes to improved business performance is better implementation of strategic change (Pfeffer, 2010). However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today’s managers (Pfeffer, 2010).
Within this, management ability, or competence, is seen as an important contributor to achieving this aim.

Okumus and Roper (2012) observe that despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation, while Alexander (2011) concludes that the literature is dominated by a focus on long range planning and strategy “content” rather than the actual implementation of strategies, on which “little is written or researched” (Alexander, 2011). Reasons put forward for this apparent dearth of research effort include that the field of strategy implementation is considered to be less glamorous as a subject area, and that researchers often underestimate the difficulties involved.

In general terms, Nutt (2014) find that types of leadership style can play a critical role in overcoming barriers to implementation of strategic change and latterly Redding and Catalanello (2010) and Moorman and Miner (2012) proposed an improvisational approach to implementing strategic change in an organisation. In his study of aspects of formulation and implementation of strategic change in Kenya, Aosa (2012) surveyed 51 large private manufacturing firms through a survey. Using questionnaires and a drop and pick method, Aosa concluded that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.
Awino (2013) studied the effect of selected variables on corporate performance using 49 large private insurance firms in Kenya through a survey that applied both interviews and structured questionnaire. In his findings, management and culture were found to be very critical variables in the performance of firms. Awino concluded that both financial and non-financial performance were affected but to varying degrees by selected variables.

### 2.4 Summary of Literature and Research Gaps

**Table 2.1: Summary of Literature and Research Gaps**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Researcher and year</th>
<th>Title of the study</th>
<th>Findings</th>
<th>Research gap</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational structure</strong></td>
<td>Kroon (2015)</td>
<td>Choice of an organization structure and performance</td>
<td>Effective strategy implementation must be developed, taking into consideration the size of the business, diversification of the product range, rate of change in the environment</td>
<td>This thesis has addressed its problem comprehensively but it has not shown what other scholars have done. In other parts of the world.</td>
</tr>
<tr>
<td></td>
<td>David (2011)</td>
<td>Organisation structure influence on change management</td>
<td>Organisation structure largely dictates how objectives and policies will be established.</td>
<td>The research never addressed the implementation challenges in detail.</td>
</tr>
<tr>
<td></td>
<td>Baker (2012)</td>
<td>Organisation structure and strategic change</td>
<td>Organizational structure can help or hinder, support or block strategic change.</td>
<td>The statement of the problem brings out the problem but the gap at the end should be brought out clearly.</td>
</tr>
<tr>
<td><strong>Employee empowerment</strong></td>
<td>Mahoney and McMillan (2010)</td>
<td>Role of human resource in strategic change</td>
<td>Workers directly involved in a process know best how to improve it.</td>
<td>Failed to give statistical evidence from global level, regional and finally local. Statistics provided failed to show the effects of HRM on implementation. Statement was vague</td>
</tr>
</tbody>
</table>
and failed to address the study variables.

<table>
<thead>
<tr>
<th>Author</th>
<th>Study Details</th>
<th>Findings</th>
<th>Research Limitations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hofstede (2003)</td>
<td>Employees empowerment and strategic change implementation</td>
<td>Kenyan organizations in general do not apply empowerment principles</td>
<td>Use of multiple regression analysis does not match the sampling technique used</td>
</tr>
<tr>
<td>Hrebinia (2012)</td>
<td>Stage involvement of employees in strategy implementation</td>
<td>Employees most often were not aware of their company’s strategy</td>
<td>The research concentrated on agricultural projects only</td>
</tr>
<tr>
<td>Raps (2015)</td>
<td>Strategy implementation and challenging complex problems</td>
<td>Retrogressive politics have derailed strategy implementation in developing economies</td>
<td>Study conducted in more developed countries</td>
</tr>
<tr>
<td><strong>Top management commitment</strong></td>
<td><strong>Cater and Pucko (2010)</strong></td>
<td>Activities for and obstacles to strategy execution</td>
<td>Managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership</td>
</tr>
<tr>
<td><strong>Mullins (2015)</strong></td>
<td>Managerial problems in strategy implementation</td>
<td>In order to have all workers attaining the necessary understanding of the company vision, actively get the employees involved in translating the strategic plans into implementable activities</td>
<td>Focused on large projects financed by the IMF and USAID</td>
</tr>
<tr>
<td><strong>Author</strong></td>
<td><strong>Title</strong></td>
<td><strong>Summary</strong></td>
<td><strong>Additional Information</strong></td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>-------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Awino (2007)</td>
<td>Effect of selected variables on corporate performance</td>
<td>For a strategy to be effectively implemented, a committed leadership must champion it</td>
<td>Only addressed two variables</td>
</tr>
<tr>
<td>Curtin (2010)</td>
<td>Concept of strategic leadership</td>
<td>Leadership involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions</td>
<td>The findings were only reflecting the challenges of water projects alone</td>
</tr>
<tr>
<td><strong>Communication</strong> (Aosa, 2012)</td>
<td>Various channels that management deem fit to access the employees</td>
<td>People need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people</td>
<td>Study never explored a variety of projects. The case study adopted was not adequate.</td>
</tr>
<tr>
<td>Michlitsch (2010)</td>
<td>Need for people to know clearly what they are supposed to do</td>
<td>Employees have to be given clear guidance to enable them successfully executing the strategy</td>
<td>Findings based on water projects only</td>
</tr>
<tr>
<td>Wheelen and Hunger (2015)</td>
<td>Strategy execution success factors</td>
<td>Lack of direction in the organization makes people to do their work according to their personal view of what tasks should be done, how, and in what order</td>
<td>Only capitalized on the faith based NGOs</td>
</tr>
</tbody>
</table>

**Source:** Author (2018)
2.5 Conceptual Framework
The conceptual framework model shows how the independent variables affect the dependent variable which is strategic change implementation as shown in figure 2.1.

Independent Variables

- **Organizational Structure**
  - Work Specialization
  - Chain of Command
  - Span of control

- **Employee Empowerment**
  - Salaries and remuneration
  - Strategic involvement
  - Training
  - Bonuses
  - Working Conditions

- **Top management commitment**
  - Funding
  - Leadership

- **Communication**
  - Forms of communication
  - Channels of communication
  - Feedback

Dependent Variable

- **Strategic Change Implementation**
  - Increased Productivity
  - Projects success rate
  - Good Governance

Figure 2.1: Conceptual Framework
Source: Author (2018)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes methodology that was used for collecting and analyzing the data in the study.

3.2 Research Design

The research design adopted for this study was a descriptive research and explanatory design because it allowed the researcher to study phenomena and not to allow for manipulation of variables as noted by Kombo & Tromp (2012). Borrowing from Mugenda and Mugenda (2012) descriptive research is a self-report study which requires the collection of quantifiable information from the top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This study therefore was able to generalize the findings to all other Ministries in Kenya.

3.3 Target Population

The population of the study was the 340 top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This is shown in table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level</td>
<td>35</td>
</tr>
<tr>
<td>Middle Level</td>
<td>305</td>
</tr>
<tr>
<td>Total</td>
<td>340</td>
</tr>
</tbody>
</table>

Source: (Chief of Staff and Head of Civil Service Office, 2017)

Table 3.1 shows the top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. The 35 top level
employees included the directors, departmental heads. The 305 middle level employees were the departmental heads deputies and other regional heads at the Ministry.

3.4 Sampling Design
This researcher employed census survey, which means all the 340-top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning were the respondents for the study. This survey was appropriate because the total population was small and easily accessible. One of the greatest advantages of a census survey is that all employees had the same opportunity to participate. A census survey tends to enhance feelings of security surrounding the accuracy of the results. Finally, census survey is easier to administer because it includes all persons.

3.5 Data Collection Methods
Primary data on the strategic change implementation was collected using a questionnaire. Secondary data was obtained from relevant publications and literature review from libraries. The questionnaires were developed in a way that all relevant information was given. The questionnaire consisted of both open and closed ended questions where some questions contained demographic information which enabled the researcher to know the level of understanding by respondents and also provide respondents with room to share their practical understanding on the strategic change implementation.

3.6 Reliability
The researcher computed a Cronbach alpha score of the instrument used to obtain the primary data. Cronbach alpha ranges between 0-1. Scores between 0-0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has
a high level of internal consistency. All the variables had a score of above 0.7 therefore deemed reliable for the study.

Table 3.2: Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure</td>
<td>0.811</td>
<td>11</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>0.711</td>
<td>6</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.728</td>
<td>7</td>
</tr>
<tr>
<td>Communication</td>
<td>0.791</td>
<td>10</td>
</tr>
</tbody>
</table>

The table shows that Organizational Structure had the highest reliability ($\alpha= 0.811$), followed by Communication ($\alpha=0.791$) then Top management commitment ($\alpha=0.728$) and Employee Empowerment ($\alpha=0.711$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

3.7 Validity

The content validity of the instrument was determined through piloting, where the responses of the subjects were checked against the research objectives. The research supervisor compared the pilot questionnaire responses; gave comments on the representativeness, ethical appropriateness and suitability of the questions based on research objectives and give suggestions of corrections to be made to the structure of the research instrument.

3.8 Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Data was tabulated and analysed for purpose of clarity, using SPSS Version 21 software. Descriptive statistical tools were used to analyse quantitative data whereby computers software’s were used to generate tabulations, percentages, and measures of central tendency. Tables, bar graphs and pie charts were used to present responses and facilitate
comparison. Qualitative data was analysed using narrative statements based on the relevant thematic areas and the findings given in prose form.

Inferential statistics was used to develop a straight-line predictor model. The variables in the study were classified into dependent and independent variables. The dependent variable was implementation of strategic change by government ministries.

The relationship between the variables is stated using a mathematical function.

\[ Y = f(X_1, X_2, X_3, X_4) \]

Where \( Y \) is the dependent variable and \( X_1, X_2, X_3 \) and \( X_4 \) are the independent variables.

Implementation of strategic change by government ministries is represented by \( Y \).

Therefore, an analytical model of a linear multiple regression equation of the form shown below will be developed.

Where:

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_1 \]

\( Y \) = Strategic Change Implementation

\( \alpha \) = Autonomous factors

\( X_1 \) = Organizational Structure

\( X_2 \) = Employee Empowerment

\( X_3 \) = Top management commitment

\( X_4 \) = Communication

\( \beta_1 \) = Coefficient for Organizational Structure

\( \beta_2 \) = Coefficient for Employee Empowerment
\[ \beta_3 = \text{Coefficient for Top management commitment} \]

\[ \beta_4 = \text{Coefficient for Communication} \]

\[ e = \text{Error term - Captures all relevant variables not included in the model because they are not observed in the data set} \]

This regression relationship showed the extent to which each independent variable influenced the dependent variable. This was shown by the coefficient of the independent variable in each case. A correlation analysis was also performed to find how the variables are related to each other in the model.

### 3.9 Ethical Considerations

To ensure that the research was done in an ethical manner according to the expectations of all authorities, a letter from Kenyatta University was obtained. Also, due to sensitivity of some information collected, the researcher upheld a moral obligation to treat the information with utmost propriety. Further, since the researcher anticipated that some respondents might be reluctant to disclose some information, the researcher reassured the respondents of use and confidentiality of the information given.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter analyses, interprets and presents the study findings as per the aim of this study, whose purpose was to assess the management practices and implementation of strategic change at selected Government Ministries in Kenya. Further the study sought to; determine the extent to which organizational structure influences strategic change, examine the relationship between employee empowerment and strategic change implementation, ascertain the influence of top management commitment on strategic change implementation and to ascertain the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries. The first section covers the general information with regards to the respondent’s demographics. The results are divided into five broad categories in accordance with the research objectives.

4.2: Analysis of Response Rate and Descriptive Statistics

4.2.1 Response Rate

The study targeted a population of 340 respondents. This was made up of top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. Out of the 340 respondents approached 337 responses were obtained giving a response rate of 99.1%.

4.2.2 Reliability

Cronbach Alpha was established for all the objectives in order to determine the objectives would produce consistent results should the research be done later on. A pilot study was
carried out in order to determine reliability of the questionnaires. Reliability of the questionnaires was then evaluated through Cronbach’s Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if certain item measures the same construct. Nunnally (1978) established the Alpha value threshold at 0.7 which the study benchmarked against.

**Table 4.1: Reliability Coefficients**

<table>
<thead>
<tr>
<th>Source: Pilot Study, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cronbach's Alpha</strong></td>
</tr>
<tr>
<td>.938</td>
</tr>
</tbody>
</table>

Table 4.1 shows that all the scales were significant, with an alpha coefficient for the 46 items at 0.938. Having an alpha above the prescribed threshold of 0.7, the study found that the items had high internal consistency and therefore were reliable and could be used for further investigation.

### 4.2.3 Multicollinearity Test

The study sought to find out the collinearity among the independent variables using tolerance and variation inflation factor (VIF) statistics of the predictor constructs.

**Table 4.2: Tolerance and VIF Measures**

<table>
<thead>
<tr>
<th>Collinearity Measures</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure</td>
<td>0.785</td>
<td>1.227</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>0.847</td>
<td>1.248</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.811</td>
<td>1.322</td>
</tr>
<tr>
<td>Communication</td>
<td>0.794</td>
<td>1.211</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Implementation of strategic change
The study adopted a threshold value of variance inflation factor of 4.0 to represent high multicollinearity status. The findings show that all the independent variables attained a high tolerance value, which is a clear indication that the beta values of the regression equation of the independent variable would be stable with low standard error terms. Tolerance is regarded as part of the denominator in calculating the confidence limits on the partial regression coefficient. According to the literature by Porter and Gujarat (2009), the VIF of independent variables that exceed 10 as a rule of thumb is regarded as collinear. Therefore, benchmarking on this rule of thumb implies that there was no collinearity among the independent constructs.

4.2.4 Normality Test

This test sought to find out the normal distribution for the implementation of strategic change which was tested for Gaussian distribution using numerical and graphical methods. According to Indiana (2011) many data analysis methods such as t-test, ANOVA and regression analysis relies on the assumption that data were sampled from a Gaussian distribution.

Table 4.3: Kolmogorov-Smirnov and Shapiro-Wilk tests for Implementation of Strategic Change

<table>
<thead>
<tr>
<th>Implementation of strategic change</th>
<th>Kolmogorov-Smirnov a</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Df</td>
<td>Stats Sig</td>
<td>Dif</td>
</tr>
<tr>
<td>3</td>
<td>0.088</td>
<td>3</td>
</tr>
</tbody>
</table>

a. Lillierfors Significance Correction

* Lower bound of true significance
The computed values of Kolmogorov-Smirnov and Shapiro-Wilk test indicate insignificant statistics with p-value of 0.200 which implies that implementation of strategic change is normally distributed. Further, the figure 4.1 shows the visualized distribution of random variables of difference between an empirical distribution and theoretical distribution of implementation of strategic change. At very low values of the variable, some minimal deviation from normality is regarded as normal. Nevertheless, on the overall, the distribution appears normally distributed. More so, on the basis of the calculated insignificant test statistics, normality of the dependent variable was maintained. According to the findings by Shelvin & Miles (2010), the significance test result for such data is regarded as fairly accurate.

4.2.5 Test for Heteroscedasticity

Table 4.4: Breusch-Pagan/Cook-Weisberg test Results

<table>
<thead>
<tr>
<th>Breusch-Pagan / Cook-Weisberg test for heteroscedasticity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ho: Constant variance</td>
</tr>
<tr>
<td>Variables: fitted values of implementation of strategic change</td>
</tr>
<tr>
<td>Chi2 (1) = 0.22</td>
</tr>
<tr>
<td>Prob &gt; chi2 = 0.7134</td>
</tr>
</tbody>
</table>
The study used Breusch-Pagan/Cook-Weisberg test for heteroscedasticity. From the findings, the chi-square value was small, indicating heteroscedasticity was not a problem (or at least that if it was a problem, it wasn’t a multiplicative function of the predicted values). Also, it was revealed that the p value of 0.7134 was greater than 0.05 significant levels implying that there was no violation of homoscedasticity.

4.2.6 Respondent Gender
The respondents from the indicated ministries were asked to indicate their gender. The study findings were as presented in the figure 4.2

![Figure 4.2: Respondent Gender](image)

As was indicated in the figure 4.2, the study indicates that 61.4% of the employees involved in the study were males whereas 38.6% of the respondents indicated that they were females. This indicates that the study research involved respondents from both genders and thus was not gender biased. Majority of the respondents involved in the study were males.

4.2.7 Respondent Education Level
The respondents were asked to indicate what their highest education level was. The research findings were as indicated in the figure 4.3
As shown in the figure 4.3, the study indicated that 68.5% of the respondents were holders of a bachelor’s degree, 19.6% indicated that their highest education level was at a college level and 11.9% of the respondent indicated that they had a master’s degree. This shows that all the respondents involved in the study were well educated and thus well suited for the posts that they were holders of bachelor’s degree.

4.2.8 Years of Service/Working Period

The respondents were asked to indicate the number of years that they had been working in their respective ministries. The study findings were as presented in the figure 4.4
Figure 4.4: Years of Service/Working Period

As indicated in the figure 4.4, the study indicated that; 60.5% of the respondents indicated that they had been working in their respective ministries for a period of 6 to 10 years, 18.7% indicated that they had been working for a period of 1 to 5 years, 12.5% indicated that they had been working in their ministries for a period of over 10 years whereas 8.3% of the respondents indicated that they had been working in the ministry for a period of less than one year. This shows that the study involved all employees from various experiences with majority of them having worked with the ministry for a period of more than 5 years thus the respondents were well versed with their ministries and thus could give credible information regarding the study.

4.2.9 Job Category

Respondents were asked to indicate their job categories. The study findings showing the results were as shown in the table 4.5

<table>
<thead>
<tr>
<th>Job category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level</td>
<td>33</td>
<td>9.8</td>
</tr>
<tr>
<td>Middle Level</td>
<td>304</td>
<td>90.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>337</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
As shown in the table 4.5, 90.2% of the respondents indicated that they were in the middle level management, 9.8% indicated that they were in the top-level management. This indicates that majority of the respondents involved in the study were in the middle level job level although the study also considered top level management.

4.3 Descriptive Analysis

4.3.1 Organizational Structure Influences on Strategic Change Implementation

This objective was aimed to determine the extent to which organizational structure influences strategic change implementation at selected Kenyan Government Ministries.

4.3.2 Level of Agreement on Statements Regarding Organization Structure and Strategy Implementation

Respondents were asked to indicate their level of agreement according to the listed statements regarding organization structure and strategy implementation. A scale whereby; 5 was strongly agree, 4 was agree, 3 was neutral, 2 was disagree and 1 was strongly disagree was used. The study findings were as presented in the table 4.6
Table 4.6: Level of agreement on statements regarding organization structure and strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current organizational structure enhances institutional effectiveness</td>
<td>0</td>
<td>12</td>
<td>30</td>
<td>198</td>
<td>97</td>
<td>4.128</td>
<td>1.032</td>
</tr>
<tr>
<td>The current structure has clear lines of authority</td>
<td>0</td>
<td>0</td>
<td>46</td>
<td>239</td>
<td>52</td>
<td>4.018</td>
<td>1.181</td>
</tr>
<tr>
<td>The current structure of the organization enhances strategic change</td>
<td>0</td>
<td>32</td>
<td>39</td>
<td>143</td>
<td>123</td>
<td>4.059</td>
<td>0.876</td>
</tr>
<tr>
<td>The nature of our organizational structure inhibits the free flow of</td>
<td>0</td>
<td>40</td>
<td>49</td>
<td>150</td>
<td>98</td>
<td>3.908</td>
<td>0.787</td>
</tr>
<tr>
<td>information critical to strategic change implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The nature of our organizational structure enhances organizational</td>
<td>0</td>
<td>17</td>
<td>61</td>
<td>191</td>
<td>68</td>
<td>3.920</td>
<td>0.921</td>
</tr>
<tr>
<td>flexibility critical to strategic change implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current organization structure does not allow employee participation in</td>
<td>0</td>
<td>17</td>
<td>65</td>
<td>158</td>
<td>97</td>
<td>3.994</td>
<td>0.828</td>
</tr>
<tr>
<td>decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are clear procedures, rules and responsibilities that give</td>
<td>4</td>
<td>23</td>
<td>45</td>
<td>123</td>
<td>142</td>
<td>4.116</td>
<td>0.917</td>
</tr>
<tr>
<td>organizational members certainty during an implementation effort</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my organization, the organization structure is not rigid hence it</td>
<td>7</td>
<td>25</td>
<td>38</td>
<td>148</td>
<td>119</td>
<td>4.030</td>
<td>0.879</td>
</tr>
<tr>
<td>does not maintain structural status quo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enhance strategic change implementation success, my organization</td>
<td>0</td>
<td>12</td>
<td>28</td>
<td>167</td>
<td>130</td>
<td>4.231</td>
<td>1.017</td>
</tr>
<tr>
<td>selects the right people for key positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The managers always determine the degrees of authority needed to manage</td>
<td>32</td>
<td>34</td>
<td>26</td>
<td>142</td>
<td>103</td>
<td>3.742</td>
<td>0.787</td>
</tr>
<tr>
<td>each organizational unit, bearing in mind both the benefits and costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of decentralized decision making.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management pinpoints the key functions and tasks requisite for</td>
<td>0</td>
<td>17</td>
<td>89</td>
<td>97</td>
<td>134</td>
<td>4.033</td>
<td>0.816</td>
</tr>
<tr>
<td>successful strategy execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in the table 4.6, majority of the respondents agreed that; to enhance strategic change implementation success, their organization selects the right people for key positions this was shown by a mean of 4.231 and a standard deviation of 1.017, also that the current
organizational structure enhances institutional effectiveness this was indicated by a mean of 4.128 and a standard deviation of 1.032.

Further the study indicated that majority of the respondents agreed that; there are clear procedures, rules and responsibilities that give organizational members certainty during an implementation effort this was indicated by a mean of 4.116 and a standard deviation of 0.917, also that the current structure of the organization enhances strategic change implementation this was shown by a mean of 4.059 and a standard deviation of 0.876. In addition, the study indicated that the management pinpoints the key functions and tasks requisite for successful strategy execution this was shown by a mean of 4.033 and a standard deviation of 0.816.

Also, the study indicated that majority of the respondent also agreed that; in their organization, the organization structure is not rigid hence it does not maintain structural status quo this was indicated by a mean of 4.030 and a standard deviation of 0.879. Further the respondents agreed that the current structure has clear lines of authority this was shown by a mean of 4.018 and a standard deviation of 1.181 also that current organization structure does not allow employee participation in decision making this was indicated by a mean of 3.994 and a standard deviation of 0.828. Further the study indicated that the nature of respondents’ organizational structure enhances organizational flexibility critical to strategic change implementation this was shown by a mean of 3.920 and a standard deviation of 0.921.

Further the study indicated that majority of the respondents agreed that the nature of their organizational structure inhibits the free flow of information critical to strategic change implementation this was indicated by a mean of 3.908 and a standard deviation of 0.787.
Additionally, respondents agreed that the managers always determine the degrees of authority needed to manage each organizational unit, bearing in mind both the benefits and costs of decentralized decision making this was indicated by a mean of 3.742 and a standard deviation of 0.787.

On what the respondents thought would be done to the current organizational structure in their ministry to improve strategic change implementation. Respondents indicated that structure follows strategy and the two must be coordinated to ensure the best results. The organization structure that will result in most effective strategy implementation must be developed, taking into consideration the rate of change in the environment and the need for information. Respondents further indicated that organizing goals should be derived from the strategy and goals of the organization so as to improve strategic change implementation.

The study findings agree with those of David (2011) who asserts that changes in strategy often require changes in the way organization is structured for two major reasons. First, structure largely dictates how objectives and policies will be established. For example, the format for objectives and policies established under a geographic organizational structure is couched in geographic terms. Objectives and policies are stated largely in terms of products in an organization whose structure is used on products groups. The structural format for developing objectives and policies can significantly impact all other strategy implementation activities. Also, the findings agree with those of Baker (2012) he asserted that organizational structure can help or hinder, support or block strategic change. A good fit-for- purpose structure will enable changes, continuous or discontinuous, small or large, to be made effectively and efficiently.
4.3.3 Employee Empowerment Influences on Strategic Change Implementation
The second objective of the study was to examine the relationship between employee empowerment and strategic change implementation at selected Kenyan Government Ministries.

4.3.4 Employee’s Empowerment and Strategy Implementation
Respondents were asked to indicate their level of agreement on statement regarding employees’ empowerment and strategy implementation. A scale whereby 5 was strongly agree, 4 was agree, 3 was neutral, 2 was disagree and 1 was strongly disagree was used. The study findings were as presented. In the table 4.7

Table 4.7: Employee’s Empowerment and Strategy Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff consultation is always a necessity during the process</td>
<td>10</td>
<td>14</td>
<td>53</td>
<td>185</td>
<td>75</td>
<td>3.893</td>
<td>0.903</td>
</tr>
<tr>
<td>Employees are always involved during the strategic change implementation process</td>
<td>0</td>
<td>34</td>
<td>48</td>
<td>89</td>
<td>6</td>
<td>4.148</td>
<td>0.995</td>
</tr>
<tr>
<td>There is need for training of staff across the board on the changes to be made and the implementation process</td>
<td>1</td>
<td>23</td>
<td>29</td>
<td>234</td>
<td>50</td>
<td>3.917</td>
<td>1.149</td>
</tr>
<tr>
<td>The ministry provides opportunities to grow and learn through the strategic change implementation process</td>
<td>0</td>
<td>3</td>
<td>34</td>
<td>269</td>
<td>31</td>
<td>3.973</td>
<td>1.355</td>
</tr>
<tr>
<td>The ministry use promotions as an incentive to reward employee’s efforts during the implementation period.</td>
<td>0</td>
<td>8</td>
<td>21</td>
<td>279</td>
<td>29</td>
<td>3.976</td>
<td>1.417</td>
</tr>
<tr>
<td>The management have made employees feel comfortable at my work station and therefore improving my productivity and efficiency</td>
<td>5</td>
<td>19</td>
<td>44</td>
<td>200</td>
<td>69</td>
<td>3.917</td>
<td>0.972</td>
</tr>
</tbody>
</table>

As was shown in the table 4.7 majority of the respondents agreed that; employees are always involved during the strategic change implementation process this was indicated by a mean of 4.148 and a standard deviation of 0.995. Also, that the ministry use promotions as an
incentive to reward employee’s efforts during the implementation period this was indicated by a mean of 3.976 and a standard deviation of 1.417. Respondents further agreed that the ministry provides opportunities to grow and learn through the strategic change implementation process this was shown by a mean of 3.973 and a standard deviation of 1.355.

Further the study indicated that majority of the respondents agreed that there is need for training of staff across the board on the changes to be made and the implementation process this was shown by a mean of 3.917 and a standard deviation of 1.149 and also that the management have made employees feel comfortable at their work station and therefore improving their productivity and efficiency this was shown by a mean of 3.917 and a standard deviation of 0.972. Respondent further agreed that staff consultation is always a necessity during the process this was shown by a mean of 3.893 and a standard deviation of 0.903.

On the respondent’s opinion, as to what they would recommend to be done to the current employee empowerment strategy in their ministry, majority of the respondents contended that there should be employee empowerment so as to create a strong relationship with employee’s ability to execute strategy. Also, respondents agreed that the skills and capabilities of employees cannot be fully utilized without such employees being empowered thus employees should be empowered in various capacities.

The study agrees with those of Braymer (2011) who sees empowerment as a process of decentralizing decision making in an organization, where managers give more autonomy to their lower level and front-line employees. Also, the findings agree with those of, Lincoln,
Travers, Ackers & Wilkinson (2012) who viewed empowerment as the use of certain techniques to transform those without power into equitable position.

4.3.5 Top Management Commitment Influence on Strategic Change Implementation

The third objective of this study was to ascertain the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries.

4.3.6 Top Management Commitment Statements Influence on Strategic Change Implementation

The respondents were asked to indicate the extent to which top management commitment statements influence strategic change implementation. The study findings were as shown in table 4.8.

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management acts as the catalyst that makes all other elements at ministry work together</td>
<td>0</td>
<td>23</td>
<td>39</td>
<td>228</td>
<td>47</td>
<td>3.887</td>
<td>1.110</td>
</tr>
<tr>
<td>Top managers at the ministry help in formulating and communicating new strategic directions</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>284</td>
<td>43</td>
<td>4.089</td>
<td>1.452</td>
</tr>
<tr>
<td>Leaders motivate employees to increase dedication to organizational goals</td>
<td>5</td>
<td>12</td>
<td>19</td>
<td>241</td>
<td>60</td>
<td>4.006</td>
<td>1.204</td>
</tr>
<tr>
<td>Proper management style comprises of planning, organizing, staffing, directing, and controlling</td>
<td>0</td>
<td>0</td>
<td>55</td>
<td>230</td>
<td>52</td>
<td>3.991</td>
<td>1.129</td>
</tr>
<tr>
<td>Effective management styles facilitate smooth implementation of strategic plan at the ministry</td>
<td>0</td>
<td>4</td>
<td>41</td>
<td>272</td>
<td>20</td>
<td>3.914</td>
<td>1.377</td>
</tr>
<tr>
<td>Top manager’s willingness help organizations achieve current strategic objectives better</td>
<td>4</td>
<td>9</td>
<td>56</td>
<td>189</td>
<td>79</td>
<td>3.979</td>
<td>0.934</td>
</tr>
<tr>
<td>The leaders are those who create enabling environments</td>
<td>4</td>
<td>19</td>
<td>45</td>
<td>139</td>
<td>130</td>
<td>4.104</td>
<td>0.901</td>
</tr>
</tbody>
</table>
The study indicated that majority of the respondents agreed that; the ministry leaders are those who create enabling environments for smooth implementation of strategic goal this was indicated by a mean of 4.104 and a standard deviation of 0.901. Further respondents agreed that top managers at the ministry help in formulating and communicating new strategic directions. This was shown by a mean of 4.089 and a standard deviation of 1.452, also respondents agreed that leaders motivate employees to increase dedication to organizational goals this was shown by a mean of 4.006 and a standard deviation of 1.204.

Further the study indicated that respondents also agreed that; proper management style comprises of planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal this was shown by a mean of 3.991 and a standard deviation of 1.129. Also, respondents agreed that top manager’s willingness help organizations achieve current strategic objectives better this was shown by a mean of 3.979 and a standard deviation of 0.934. Additionally, the respondents agreed that effective management styles facilitate smooth implementation of strategic plan at the ministry this was shown by a mean of 3.914 and a standard deviation of 1.377. Respondents also agreed that top management acts as the catalyst that makes all other elements at ministry work together this was shown by a mean of 3.887 and a standard deviation of 1.110.

On how else top management influences implementation of strategic change at the ministries, the study indicated that majority of the respondents agreed that most managerial problems have physical, psychological, social and economic aspects. Respondents indicated that the top management should bring together a team with a variety of backgrounds; new and advanced approaches to problems are often obtained with the facilitation of the top management. Also, respondents indicated that strategic leadership keeps organizations
innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications.

The study findings agree with those of Lufthans (2012) who argues that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities. If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision.

4.3.7 Communication Influence on Strategic Change Implementation

The fourth objective of the study was to find out how organization communication affects strategic change implementation at selected Kenyan Government Ministries.

4.3.8 Statements about the Effects of Communication on Strategic Change Implementation

Respondents were asked to indicate the extent to which they agreed on the statements about the effects communication on strategic change implementation. The study findings were as shown in the table 4.9 A scale whereby (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used.
Table 4.9: Statements about the Effects of Communication on Strategic Change Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>S. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management was adequately communicated</td>
<td>10</td>
<td>230</td>
<td>31</td>
<td>35</td>
<td>31</td>
<td>2.546</td>
<td>0.507</td>
</tr>
<tr>
<td>There is mutual relationship among the workers which enables communication</td>
<td>18</td>
<td>179</td>
<td>49</td>
<td>41</td>
<td>50</td>
<td>2.780</td>
<td>0.375</td>
</tr>
<tr>
<td>Some failure in internal communication have sometimes led to failure</td>
<td>0</td>
<td>10</td>
<td>38</td>
<td>189</td>
<td>100</td>
<td>4.125</td>
<td>0.994</td>
</tr>
<tr>
<td>There is a clear vision that governs change</td>
<td>0</td>
<td>23</td>
<td>42</td>
<td>205</td>
<td>67</td>
<td>3.938</td>
<td>0.996</td>
</tr>
<tr>
<td>Leadership influences the strategic change implementation practices in the organization</td>
<td>0</td>
<td>21</td>
<td>56</td>
<td>135</td>
<td>125</td>
<td>4.080</td>
<td>0.858</td>
</tr>
<tr>
<td>There is adequate training to enable employees cope with the change</td>
<td>59</td>
<td>189</td>
<td>34</td>
<td>45</td>
<td>10</td>
<td>2.282</td>
<td>0.402</td>
</tr>
</tbody>
</table>

As was indicated in the table, majority of the respondents agreed that; some failure in internal communication has sometimes led to failure of implementation of change management in the ministry. This was indicated by a mean of 4.125 and a standard deviation of 0.994. Also, respondents agreed that leadership influences the strategic change implementation practices in the organization this was shown by a mean of 4.080 and a standard deviation of 0.858. Further, the study indicated that respondents agreed that there is a clear vision that governs change in the organization this was indicated by a mean of 3.938 and a standard deviation of 0.996.

Also, the respondents moderately agreed that there is mutual relationship among the workers which enables communication and hence change management. This was shown by a mean of 2.780 and a standard deviation of 0.375. Also, they indicated to be of moderate extent that
change management was adequately communicated within the entire department involved as was shown by a mean of 2.546 and a standard deviation of 0.507.

Further the respondents disagreed that there is adequate training to enable employees cope with the change in management this was shown by a mean of 2.282 and a standard deviation of 0.402.

### 4.3.9 Communication in Enhancing Strategic Change

The respondents were asked to indicate their opinion as to how they would describe communication in enhancing strategic change. The study findings were as shown in the figure 4.5

![Communication in Enhancing Strategic Change](image)

**Figure 4.5: Communication in Enhancing Strategic Change**

As was shown in the figure 4.6, 68% of the respondents described communication in enhancing strategic change in their ministries as irregular/discontinuous, 19.3% described communication in enhancing strategic change as very stable and 12.8% described communication in enhancing strategic change as very disorderly. These responses show that
majority of the respondents described communication in enhancing strategic change as irregular or discontinuous.

### 4.3.10 Communication in Enhancing Strategic Change

Respondents were asked to rate their level of agreement on the listed statements. The study findings were as presented in the table 4.10. A scale whereby (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used.

**Table 4.10: Communication in Enhancing Strategic Change**

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>S.d</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language problems is one of the major blockages in organizational communication</td>
<td>0</td>
<td>3</td>
<td>12</td>
<td>254</td>
<td>68</td>
<td>4.148</td>
<td>1.292</td>
</tr>
<tr>
<td>There is a need to develop an effective communication strategy during strategic change implementation to promote processes of change.</td>
<td>0</td>
<td>14</td>
<td>23</td>
<td>197</td>
<td>103</td>
<td>4.154</td>
<td>1.049</td>
</tr>
<tr>
<td>Communication help people work through their concerns and understand what the organisation expects from them</td>
<td>0</td>
<td>0</td>
<td>14</td>
<td>222</td>
<td>101</td>
<td>4.258</td>
<td>1.181</td>
</tr>
<tr>
<td>People usually listen to each other through the communication systems in the organization</td>
<td>0</td>
<td>19</td>
<td>33</td>
<td>212</td>
<td>73</td>
<td>4.006</td>
<td>1.048</td>
</tr>
</tbody>
</table>

As was show in the table, majority of the respondents agreed that; communication helps people work through their concerns and understand what the organisation expects from them. This was shown by a mean of 4.258 and a standard deviation of 1.181. Further, the respondents agreed that there is a need to develop an effective communication strategy during strategic change implementation to promote processes of change. This was shown by a mean of 4.154 and a standard deviation of 1.049.
Additionally, the respondents agreed that language problems are one of the major blockages in organizational communication. This was shown by a mean of 4.148 and a standard deviation of 1.292. They also agreed that people usually listen to each other through the communication systems in the organization. This was indicated by a mean of 4.006 and a standard deviation of 1.048.

The study findings agree with those of Aosa (2012) who asserted that people need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the firm activities. Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan.

**4.3.11 Strategic Change Implementation**

The respondents were also engaged to provide information about strategic change implementation.

**4.3.12 Development of Strategic Plans**

Respondents were asked to indicate if their organization develops strategic plans. The study findings were as presented in the table 4.11

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>328</td>
<td>97.3</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>2.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>337</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

As shown in the table, majority of the respondents as was shown by 97.3% agreed that their departments develop strategic plans. On the other hand, 2.7% of the respondents were of the contrary opinion. This shows that majority of the departments develop strategic plans.
4.3.13 Extent of Effectiveness in Implementation of Changes in the Organization

The respondents were asked to indicate the extent of effectiveness in implementation of the following changes in their organization: A scale whereby 1 was very low, 2 was low, 3 was moderate, 4 was high and 5 was very high. Result findings were as presented in the table 4.12.

Table 4.12: Extent of Effectiveness in Implementation of Changes in the Organization

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very low</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Changes</td>
<td>21</td>
<td>43</td>
<td>231</td>
<td>22</td>
<td>20</td>
<td>2.932</td>
<td>0.827</td>
</tr>
<tr>
<td>System Changes</td>
<td>9</td>
<td>37</td>
<td>219</td>
<td>33</td>
<td>39</td>
<td>3.166</td>
<td>0.764</td>
</tr>
<tr>
<td>Leadership Changes</td>
<td>11</td>
<td>42</td>
<td>249</td>
<td>12</td>
<td>23</td>
<td>2.982</td>
<td>0.913</td>
</tr>
<tr>
<td>Process Changes</td>
<td>9</td>
<td>56</td>
<td>200</td>
<td>22</td>
<td>50</td>
<td>3.142</td>
<td>0.694</td>
</tr>
<tr>
<td>Structure Changes</td>
<td>0</td>
<td>68</td>
<td>198</td>
<td>40</td>
<td>31</td>
<td>3.101</td>
<td>0.668</td>
</tr>
<tr>
<td>Change in Nature of Operations</td>
<td>18</td>
<td>44</td>
<td>173</td>
<td>57</td>
<td>45</td>
<td>3.199</td>
<td>0.570</td>
</tr>
</tbody>
</table>

As was shown in the table, majority of the respondents agreed that to a moderate extent; that effectiveness of change in nature of operations is moderate as was shown by a mean of 3.199 and a standard deviation of 0.570. Also, that effectiveness in implementation of system changes is moderate this was shown by a mean of 3.166 and a standard deviation of 0.764. Further the study indicated that structure changes were moderate as was indicated by a mean of 3.101 and a standard deviation of 0.668, also that leadership changes were moderate. This was shown by a mean of 2.982 and a standard deviation of0.913, also that policy changes were moderate this was shown by a mean of 2.932 and a standard deviation of 0.827.
The study findings agree with those of Aosa (2012) he asserted that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.

4.3.14 Correlation

Table 4.13: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Correlation Coefficient</th>
<th>Strategic change implementation</th>
<th>Organization structure</th>
<th>Employee empowerment</th>
<th>Top management commitment</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic change implementation</td>
<td></td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.</td>
<td>.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
</tr>
<tr>
<td>Organization structure</td>
<td>Correlation Coefficient</td>
<td>.653</td>
<td>1.000</td>
<td>.142</td>
<td>.037</td>
<td>.01</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.000</td>
<td>.</td>
<td>.</td>
<td>.003</td>
<td>.002</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>Correlation Coefficient</td>
<td>.633</td>
<td>.142</td>
<td>1.000</td>
<td>.046</td>
<td>.008</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.002</td>
<td>.001</td>
<td>.</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>Correlation Coefficient</td>
<td>.602</td>
<td>.037</td>
<td>.046</td>
<td>1.000</td>
<td>.124</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.002</td>
<td>.000</td>
<td>.001</td>
<td>.</td>
<td>.002</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
</tr>
<tr>
<td>Communication</td>
<td>Correlation Coefficient</td>
<td>.648</td>
<td>.001</td>
<td>.008</td>
<td>.124</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.000</td>
<td>.001</td>
<td>.003</td>
<td>.000</td>
<td>.</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
<td>337</td>
</tr>
</tbody>
</table>
On the correlation of the study variable, a Pearson moment correlation was conducted. From the finding in the table above, the study found that there was strong positive correlation coefficient between strategic change implementation and organizational structure as shown by correlation factor of 0.653. This relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study found strong positive correlation between strategic change implementation and employee empowerment, as shown by correlation coefficient of 0.633, the significant value was 0.002 which is less than 0.05. The study also found strong positive correlation between strategic change implementation and top management commitment as shown by correlation coefficient of 0.602, this too was also found to be significant at 0.002.

Finally, the study found strong positive correlation between strategic change implementation and communication as shown by correlation coefficient of 0.648 at 0.000 levels of confidence. The findings concur with Curswoth, (2013) who found out that there is strong negative correlation between strategy implementation and communication in the private sector.

4.3.15 Regression Analysis
In this review, investigation was directed to test the impact among indicator factors. The examination utilized (SPSS V 21.0) to code, enter and process the estimations of the study.

4.3.16 Model Summary
The model summary was presented in the table 4.14.

Table 4.14: Model Summary
The study used coefficient of determination to evaluate the model fit.
The adjusted $R^2$, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination ($R^2$) of 0.652 and which implied that 65.2% of the variations in strategic change implementation are explained by the independent variables under study (organizational structure, employee empowerment, top management commitment and communication).

4.3.17 ANOVA
The study further tested the significance of the model by use of Analysis of Variance (ANOVA) technique. The findings are tabulated in table 4.15.

Table 4.15: Summary of One-Way ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>0.392</td>
<td>4</td>
<td>0.098</td>
<td>4.083</td>
<td>.001b</td>
</tr>
<tr>
<td>Residual</td>
<td>7.968</td>
<td>332</td>
<td>0.024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Total</td>
<td>8.36</td>
<td>336</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Critical value =2.50

From the ANOVA statics, the review set up the relapse demonstrate had a significance level of 0.1% which means that the information was perfect for making a conclusion on the populace parameters as the estimation of noteworthiness (p-value) was under 5%. The calculated value was greater than the critical value (4.083 > 2.50), an indication that organizational structure, employee empowerment, top management commitment and communication had a significant effect on strategic change implementation. The significance value was less than 0.05 indicating that the model was significant.
4.3.18 Coefficients of Determination

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table 4.16.

Table 4.16: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.176</td>
<td>0.317</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>0.417</td>
<td>0.096</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>0.596</td>
<td>0.143</td>
</tr>
<tr>
<td>Top Management Commitment</td>
<td>0.569</td>
<td>0.118</td>
</tr>
<tr>
<td>Communication</td>
<td>0.492</td>
<td>0.122</td>
</tr>
</tbody>
</table>

As per the SPSS generated output as presented in table above, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \) becomes:

\[
Y = 0.176 + 0.417X_1 + 0.596X_2 + 0.569X_3 + 0.492X_4
\]

From the regression model obtained above, a unit increase in organizational structure would lead to an increase in strategic change implementation by a factor of 0.417; a unit change in employee empowerment would increase strategic change implementation by a factor of 0.596, a unit increase in top management commitment would lead to an increase in strategic change implementation by a factor of 0.569 and a unit change in communication would lead to an increase in strategic change implementation by a factor of 0.492 and vice versa. The analysis was undertaken at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and \( \alpha = 0.05 \). If the probability value was less than \( \alpha \), then the predictor
variable was significant otherwise it wasn’t. All the predictor variables were significant in the model as their probability values were less than $\alpha=0.05$. 
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions and recommendations for practice and further research on the problem. The main objective of the study was to assess the management practices and implementation of strategic change at selected Government Ministries in Kenya. Further the study sought to; determine the extent to which organizational structure influences strategic change, examine the relationship between employee empowerment and strategic change implementation, ascertain the influence of top management commitment on strategic change implementation and to ascertain the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries.

5.2 Summary of the Key Findings

The purpose of this study was to assess the management practices and implementation of strategic change at selected Government Ministries in Kenya. This study was guided by the following specific objectives; to determine the extent to which organizational structure influences strategic change implementation; to examine the relationship between employee empowerment and strategic change implementation; to ascertain the influence of top management commitment on strategic change implementation and to find out how organization communication affect strategic change implementation at selected Kenyan Government Ministries.

The research design that was adopted for this study was a descriptive research and explanatory design because it allowed the researcher to study phenomena and not to allow for
manipulation of variables. The population of the study was 340 top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This researcher employed census survey, which means all the 340-top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning were the respondents for the study.

Primary data on the strategic change implementation was collected using a questionnaire. Secondary data was obtained from relevant publications and literature review from libraries. Data was tabulated and analyzed for purpose of clarity, using SPSS version 21 software. Data was presented using tables, and pie charts to make them reader friendly. Inferential statistics were also used to develop a straight-line predictor model

5.2.1 Organizational Structure Influences on Strategic Change Implementation

The study research revealed that; to enhance strategic change implementation success, the three ministries selected the right people for key positions also that the current organizational structure enhances institutional effectiveness. Further the study revealed that there are clear procedures, rules and responsibilities that give ministry staff certainty during an implementation effort also that the current structure of the organization enhances strategic change implementation

In addition, the study indicated that the ministry management pinpoints the key functions and tasks requisite for successful strategy execution. Additionally, it discovered that the organization structure is not rigid hence it does not maintain structural status quo. Further the study indicated that the current structure has clear lines of authority and does not allow employee participation in decision making. In addition, the study indicated that the nature of
respondent’s organizational structure enhances organizational flexibility critical to strategic change implementation.

Further the study revealed that the nature of the organizational structure inhibits the free flow of information critical to strategic change implementation. Additionally, the managers always determine the degrees of authority needed to manage each organizational unit, bearing in mind both the benefits and costs of decentralized decision making. The findings agree with those of Baker (2012) who asserted that organizational structure can help or hinder, support or block strategic change. A good fit-for-purpose structure will enable changes, continuous or discontinuous, small or large, to be made effectively and efficiently.

5.2.2 Employee Empowerment Influences on Strategic Change Implementation

On this objective, the study revealed that employees are always involved during the strategic change implementation process. It also found out that the ministries use promotions as an incentive to reward employee’s efforts during the implementation period. Further, the study indicated that the ministry provides opportunities to grow and learn through the strategic change implementation process. Additionally, the study indicated that there is need for training of staff across the board on the changes to be made and the implementation process and that the management have made employees feel comfortable at their work station therefore improving their productivity and efficiency.

Moreover, the study revealed that staff consultation is always a necessity during the process. The study agrees with those of Braymer (2011) who sees empowerment as a process of decentralizing decision making in an organization, where managers give more autonomy to their lower level and front-line employees. Also, the findings agree with those of, Lincoln,
Travers, Ackers & Wilkinson (2012) who viewed empowerment as the use of certain techniques to transform those without power into equitable position.

5.2.3 Top Management Commitment Influence on Strategic Change Implementation

Regarding this objective, the study revealed that the ministry leaders are those who create enabling environments for smooth implementation of strategic goals and that the top managers at the ministries help in formulating and communicating new strategic directions. The research also revealed that leaders motivate employees to increase dedication to organizational goals.

Further, the study indicated that proper management style comprises of planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal. Also, that top managers help organizations achieve current strategic objectives better. Additionally, the respondents agreed that effective management styles facilitate smooth implementation of strategic plans at the ministry. Additionally, top management acts as the catalyst that makes all other elements at the ministries work together. The study findings agree with those of Lufthans (2012): he argues that a leader in any organization should provide resources to show commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities.

5.2.4 Communication Influence on Strategic Change Implementation

The study revealed that some failures in internal communication have sometimes led to ineffective implementation of change management in the ministries and also that leadership influences the strategic change implementation practices in the ministries. Further, the study indicated that there is a clear vision that governs change in the organization.
It was further established that there is mutual relationship among ministry workers which enables communication and hence change management. Thus change management is adequately communicated within all the departments involved. The study revealed that there is inadequate training to enable employees cope with the changes in management. Further the study indicated that communication in enhancing strategic change in organization can be described majorly as irregular or discontinuous.

The study also revealed that communication help people work through their concerns and understand what the organisation expects from them and also that there is a need to develop an effective communication strategy during strategic change implementation to promote processes of change. Also, language problems are one of the major blockages in organizational communication further that people usually listen to each other through the communication systems in the organization. The study findings agree with those of Aosa (2012) who asserted that people need to be involved in the strategic plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the firm activities Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan.

5.3 Conclusion

Regarding the extent to which organizational structure influences strategic change implementation at selected Kenyan Government ministries, the study concludes that some of the departments in the three ministries have good organizational structures which enable and facilitates facilitate strategy implementation. This in turn enables the efficiency of communication from the top to lower level staff. As the tasks and activities are broken down
to the staff and deadlines and targets are provided which assists to provide guidance to the staff and areas of lapses are easily managed.

With respect to the relationship between employee empowerment and strategic change implementation, the major conclusion from the findings in the research is that there is need for empowering the supervisory staff so as to ensure that the lower staffs are onboard with the strategy as well as to retain the staff. This is drawn from the fact that they are the majority of staff and having them on board would make it easy for the organization to implement its strategy.

The third objective of the study was to ascertain the influence of top management commitment. The study concludes that top management acts as the catalyst that makes all other elements at ministry work together and also that top managers at the ministry help in formulating and communicating new strategic directions. Effective management styles facilitate smooth implementation of strategic plan at the ministry.

On how organization communication affects strategic change implementation, the study concludes that there is mutual relationship among the workers which enables communication and hence change management and also that there is a clear vision that governs change in the organization.

5.4 Recommendations

5.4.1 Practice Recommendations

From the findings, the study recommends that government ministries or any other organization for that matter that requires successful implementation of chosen strategic changes, needs to consider their organization structure, employee empowerment, top
management commitment and communication. In practice, the study recommends that employee empowerment, identified as a playing the greatest role in determining strategic change implementation success. As such, there is need for top management in the government ministries and like entities to possess and exhibit adequate understanding of organization strategies and future outlook, as well as adequate attention and support of junior employees toward implementing strategic change. The top management must further develop adequate commitment in middle managers and operational levels for successful strategic change implementation.

5.4.2 Policy Recommendations

On the first objective of the study which was to determine the extent to which organizational structure influences strategic change implementation at selected Kenyan Government Ministries, it is recommended that the ministries should continue to streamline the organization structure and design as per function so that the strategic change can effectively be implemented. The lower and supervisory levels need to be sufficiently empowered so that they can assist to cascade the strategy downwards. There should be rewarding of the staff based on their contribution towards the implementation of strategies. This will encourage ownership of the strategy as well as foster an environment that is conducive for change. The reward could be financial or in forms of promotion.

Regarding the relationship between employee empowerment and strategic change implementation, the ministries and their departments should put in place measures for tracking down staff progress, facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the organization objectives. Further employees
need to be rewarded adequately in terms of bonuses, job enlargement, promotions and career growth trainings after achievement of the set objectives and goals.

With respect to the third objective of the study research which was to to ascertain the influence of top management commitment on strategic change implementation, the study recommends that Ministry heads should take an upper hand in encouraging their employees using effective management styles to facilitate smooth implementation of strategic change at the ministries. Further, the ministries should ensure that all the heads leading strategic changes have relevant working experience, sufficient knowledge of the systems, adequate skills on the operations, ability to plan for the future and ability and strengths to offer leadership. These characteristics should not be compromised whenever leaders for strategic change are being recruited at the ministries.

With regards to how organizational communication affects strategic change implementation, the study revealed that some failures in internal communication have sometimes led to ineffective implementation of change management in the ministries. Thus, the study recommends that the managers should provide a clear vision that governs change in their organizations. Leadership should be committed to effectively make change in public sector. This involves use of effective and open communication and capacity building: training of staff in order to build consensus to support management.

5.5 Recommendations for Further Research

This study was limited to assessing the management practices and implementation of strategic change at selected Government Ministries in Kenya. Further studies need to be done in this area of research so that there are better comparisons on what other organizations
do to effectively implement their strategies. Further studies can be done on Non-Governmental Organizations, insurance firms and other organizations to compare the various levels of managements involved to effectively implementing strategic change
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APPENDICES

Appendix i: Letter of Introduction to Respondents

Kenyatta University
Po Box 43844,
Nairobi
Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a masters’ program student at Kenyatta University. In order to fulfill the master’s program requirement, I am undertaking a strategic management research project on “MANAGEMENT PRACTICES AND IMPLEMENTATION OF STRATEGIC CHANGE AT SELECTED GOVERNMENT MINISTRIES IN KENYA”.

Your department has been selected to form part of this study. Therefore, I kindly request you to assist me to collect data by filling out the accompanying questionnaire. The information provided will be used exclusively for academic purposes and will be held in strict confidence. Thank you.

Yours faithfully,

Purity Chacha
Appendix ii: Questionnaire

This questionnaire consists of five parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Gender...................................................................................................................

2. What is your education level? (Tick as applicable)
   - Primary [ ]
   - Secondary [ ]
   - College [ ]
   - Bachelors’ degree [ ]
   - Masters [ ]

   Others-specify........................................................................................................

3. Years of service/working period (Tick as applicable)
   - Less than 1 year [ ]
   - 6-10 years [ ]
   - 1-5 years [ ]
   - Over 10 years [ ]

4. Please indicate your job category
   - Top level Manager [ ]
   - Middle level Managers [ ]
   - Other (specify)....................................................................................................


SECTION B:

ORGANIZATIONAL STRUCTURE INFLUENCES ON STRATEGIC CHANGE IMPLEMENTATION

5. What is your level of agreement with the following statements regarding organization structure and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>The current organizational structure enhances institutional effectiveness</td>
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<td>The current structure has clear lines of authority</td>
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<tr>
<td>The current structure of the organisation enhances strategic change</td>
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<td>implementation</td>
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<tr>
<td>The nature of our organizational structure inhibits the free flow of</td>
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<td>information critical to strategic change implementation</td>
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<tr>
<td>The nature of our organizational structure enhances organizational</td>
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<td>flexibility critical to strategic change implementation</td>
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<tr>
<td>Current organisation structure does not allow employee participation in</td>
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<td>decision making</td>
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<tr>
<td>There are clear procedures, rules and responsibilities that give</td>
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<tr>
<td>organizational members certainty during an implementation effort</td>
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<tr>
<td>In my organisation, the organisation structure is not rigid hence it does</td>
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<tr>
<td>not maintain structural status quo</td>
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<tr>
<td>To enhance strategic change implementation success, my organisation</td>
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<tr>
<td>selects the right people for key positions</td>
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<tr>
<td>The managers always determine the degrees of authority needed to manage</td>
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<tr>
<td>each organizational unit, bearing in mind both the benefits and costs of</td>
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<tr>
<td>decentralized decision making.</td>
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<tr>
<td>The management pinpoints the key functions and tasks requisite for</td>
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<tr>
<td>successful strategy execution</td>
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</tbody>
</table>
6. In your opinion, what would you recommend be done to the current organisational structure in your ministry to improve strategic change implementation?

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……………………………………………………………………………………………………………………
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EMPLOYEE EMPOWERMENT INFLUENCES ON STRATEGIC CHANGE IMPLEMENTATION

7. What is your level of agreement with the following statements regarding employee’s empowerment and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>Staff consultation is always a necessity during the process</td>
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<tr>
<td>Employees are always involved during the strategic change implementation process</td>
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<tr>
<td>There is need for training of staff across the board on the changes to be made and the implementation process</td>
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<tr>
<td>The ministry provides opportunities to grow and learn through the strategic change implementation process</td>
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<tr>
<td>The ministry use promotions as an incentive to reward employee’s efforts during the implementation period.</td>
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<tr>
<td>The management have made employees feel comfortable at my work station and therefore improving my productivity and efficiency</td>
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</tbody>
</table>

8. In your opinion, what would you recommend be done to the current employee empowerment strategy in your ministry to improve strategic change implementation?

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80
TOP MANAGEMENT COMMITMENT INFLUENCE ON STRATEGIC CHANGE IMPLEMENTATION

9. To what extent do the following top management commitment statements influence on strategic change implementation? (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>Top management acts as the catalyst that makes all other elements at ministry work together</td>
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<tr>
<td>Top managers at the ministry help in formulating and communicating new strategic directions</td>
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<tr>
<td>Leaders at motivate employees to increase dedication to organizational goals</td>
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<tr>
<td>Proper management style comprises of planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal</td>
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<tr>
<td>Effective management styles facilitate smooth implementation of strategic plan at the ministry</td>
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<tr>
<td>Top manager’s willingness help organizations achieve current strategic objectives better</td>
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<tr>
<td>The ministry leaders who create enabling environments smooth implementation of strategic goal</td>
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</table>

10. How else do top management influence implementation of strategic change at the ministry?

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COMMUNICATION INFLUENCE ON STRATEGIC CHANGE IMPLEMENTATION

11. To what extent do you agree with the following statements about the effects communication on strategic change implementation? Use a scale of 1 to 5 where 1 is strongly agree and 5 is strongly disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>Change management was adequately communicated within all the department involved</td>
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<td>There is mutual relationship among the workers which enables communication and hence change management</td>
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<tr>
<td>Some failure in internal communication have sometimes led to failure of implementation of change management in the ministry</td>
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<tr>
<td>There is a clear vision that governs change in the organization</td>
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<td>Leadership influences the strategic change implementation practices in the organization</td>
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<tr>
<td>There is adequate training to enable employees cope with the change in management</td>
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</table>

12. In your opinion, how would you describe communication in enhancing strategic change? (Tick as applicable)

- Very stable (   )
- Very disorderly (   )
- Irregular/discontinuous (   )

13. Rate your level of agreement to the following statements. Use a scale of 1 to 5 where 1 is strongly agreed and 5 is strongly disagreeing.

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>5</th>
<th>4</th>
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</thead>
</table>
Language problems is one of the major blockages in organizational communication

There is a need to develop an effective communication strategy during strategic change implementation to promote processes of change.

Communication help people work through their concerns and understand what the organisation expects from them.

People usually listen to each other through the communication systems in the organization

### STRATEGIC CHANGE IMPLEMENTATION

14. Does your Organization develop strategic plans?  
   Yes (  )  
   No (  )

15. Over what period of time has your organization been implementing Strategic Plans?........... years.

16. Time frame (planning horizon) for your organization’s strategic plans:  
   Short-term (  )  
   Medium-term (  )  
   Long-term (  )

   Please specify the time period(s) covered………………Years.

17. State the extent of effectiveness in implementation of the following changes in your organization:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Changes</td>
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<tr>
<td>System Changes</td>
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<td>Leadership Changes</td>
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<td>Process Changes</td>
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<tr>
<td>Structure Changes</td>
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<tr>
<td>Change in Nature of Operations</td>
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</table>