

**STRATEGIC CHANGE MANAGEMENT AND PERFORMANCE OF TURKANA
COUNTY GOVERNMENT, KENYA**

BY

EMMANUELAH LOMORO

D53/CE/23313/2013

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIALFULFILMENTOF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREEOF MASTER IN BUSINESS ADMINISTRATION (STRATEGIC
MANAGEMENT),**

KENYATTA UNIVERSITY

SEPTEMBER, 2020

DECLARATION

It is my sincere declaration that this study is originally my work and it has not been obtained from any other institute of higher learning nor has it been submitted for the fulfillment of diploma or degree course for graduation to the best of my knowledge.

Signature

Ekeru Emmanuelah Lomoro

D53/CE/23313/2013

Date

With my consent as university supervisor, this research proposal is presented for examination

Signature

Mr. Shadrack Bett

Business Administration Department

School of Business

Date

ACKNOWLEDGEMENT

I want to extend my sincere wishes appreciation to my devoted supervisor, Mr Shadrack Bett, who, without his help and encouragement, offered excellent assistance and guidance that would not be feasible. His advice was invaluable, timely and meaningful in his guidance, and with a lot of encouraging patience. I am very thankful to him for making ideas to a workable project.

DEDICATION

This project for studies is dedicated to the employees of Turkana County Government, my husband Gabriel Ebei, my daughters Iweet and Natapar, not forgetting my sisters Philomena, Adekei, Rose and Sarah throughout my Masters programme for their inspiration, encouragement and comprehension. God bless you all.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
OPERATIONAL DEFINITION OF TERMS	x
ABBREVIATION AND ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Strategic Change Management.....	2
1.1.2 Organizational Performance.....	4
1.1.3 Turkana County Government.....	5
1.2 Statement of the Problem.....	5
1.3 Study Objectives	7
1.3.1 Overall Objective	7
1.3.2 Specific Objectives.....	7
1.4 Research Questions.....	7
1.5 Significance of the Study	7
1.6 Study Scope	8
1.7 Study Limitations.....	8
1.8 Study Organization	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Review	10
2.2.1 Resource-Based View Theory.....	10

2.2.2	Resource-Based View Theory.....	11
2.2.3	Schein's Theory of Organizational Culture	12
2.2.4	Diffusion of Innovation Theory	13
2.2.5	Theory of Strategic Balance.....	14
2.3	Empirical Review.....	14
2.3.1	Employee Training and Organizational Performance	14
2.3.2	Organizational Culture and Organizational Performance	15
2.3.3	Organizational Structure and Organizational Performance	16
2.3.4	Technology and Organizational Performance.....	17
2.4	Strategic Change Management and Organizational Performance	18
2.5	Summary and Gaps to be filled by the Study	20
2.5	The Conceptual Framework.....	25
	CHAPTER THREE.....	26
	RESEARCH METHODOLOGY	26
3.1	Introduction.....	26
3.2	Research Design.....	26
3.3	Target Population.....	26
3.4	Sampling Design.....	27
3.5	Data Collection Instrument	28
3.5.1	Validity of Data Collection Instruments	28
3.5.2	Reliability of Data Collection Instruments.....	29
3.6	Data Collection Procedure	30
3.7	Data Analysis and Presentation	30
3.8	Measures of Ethical Standards.....	31
	CHAPTER FOUR.....	32
	RESEARCH FINDINGS AND INTERPRETATIONS	32
4.1	Introduction.....	32
4.2	Response Rate.....	32
4.3	Background Information	33
4.3.1	Respondents' Gender	33
4.3.2	Respondents' Age	33

4.3.3	Respondents' Highest Level of Education	34
4.3.4	Respondents' Length of Work	35
4.4	Descriptive Statistics.....	35
4.4.1	Employee Training	36
4.4.2	Organizational Culture	38
4.4.3	Organizational Structure	40
4.4.4	Technology.....	43
4.4.5	Performance	45
4.5	Regression Analysis.....	47
4.6	Results of Qualitative Analysis.....	50
	CHAPTER FIVE	52
	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	52
5.1	Introduction.....	52
5.2	Summary	52
5.3	Conclusion	53
5.4	Recommendations.....	54
5.5	Suggestion for Further Studies.....	56
	REFERENCES.....	57
	APPENDICES.....	61
	Appendix I: Introductory Letter.....	61
	Appendix II: Questionnaire.....	62

LIST OF TABLES

Table 2.1: Summary and Gaps to be filled by the Study	22
Table 3.1: Target Population.....	27
Table 3.2: Sample Population	28
Table 3.3: Results of Reliability Test	29
Table 4.1: Response Rate.....	32
Table 4.2: Respondents' Age.....	34
Table 4.3: Respondents' Length of Work.....	35
Table 4.4: Employee Training	36
Table 4.5: Organizational Culture.....	38
Table 4.6: Organizational Structure	40
Table 4.7: Technology	43
Table 4.8: Performance.....	45
Table 4.9: Model Summary	47
Table 4.10: Analysis of Variance.....	47
Table 4.11: Coefficients.....	48

LIST OF FIGURES

Figure 2.1: Conceptual Framework	25
Figure 4.1: Respondents' Gender	33
Figure 4.2: Respondents' Highest Level of Education	34
Figure 4.3: Influence of Employee training on performance.....	38
Figure 4.4: Influence of organizational culture on performance	40
Figure 4.5: Influence of organizational structure on performance	42
Figure 4.6: Influence of technology on performance.....	45

OPERATIONAL DEFINITION OF TERMS

Organizational Culture	Organizational culture involves the expectations, experiences, philosophy of an organization as well as the principles that guide member behavior and are manifested in member self-image, internal functioning, external relationships and future expectations.
Organizational Structure	The typical hierarchical arrangement of an organization's authority lines, communications, rights and responsibilities
Performance	Performance can be defined as a component of both financial and non-financial indices providing information on the degree of achievement of goals and their effects.
Technology	Is the application of scientific knowledge for practical purposes, especially in industry.
Training	Is the method by which an individual is equipped with expertise and knowledge through official or informal arrangements.

ABBREVIATION AND ACRONYMS

ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement
ICT	Information and Communication Technology
IT	Information Technology
PCT	Project Change Triangle
RBV	Resource-Based View
MBO	Management by Objectives

ABSTRACT

Organizational change influences the manner in which firms operate and that for them to prosper; they must be dynamic to the changing environments they operate. The management of strategic change is always incomplete without a thorough understanding of strategy. Negative firm's performance can be attributed as organization's failure or organizations from embracing fully built-in strategic change management efforts as a key driver to strategic change to attain positive organizational performance. It is thus evident that lack of appropriate management methods of strategic change can inversely impact organisations. This research study was about strategic change management and its effect on the organizational performance of Turkana County Government, Kenya. The general objective of this research proposal was to examine the effect of strategic change management on the performance of Turkana County Government, Kenya. Specifically the study aimed at examining the effect of employee training, organizational culture, organizational structure and technology on the performance of organization. The research would be beneficial to the County's top managers, national government and providing a base for further studies to other researchers. The study design was descriptive. 215 employees including 10 County Executive Committee Members, 13 County Chief officers, 40 County Directors, 52 County Administrators and 100 County Officers formed the accessible population. The sampling size was 60% of the target population. This brought the target population to 129 respondents. A questionnaire was used in this research. There were two sections in the questionnaire. The first part was intended to identify key problems including the respondents' population features, while the second part consisted of questions focusing on the four factors. The research delivered questionnaires to all participants separately. Analysis of data was descriptively was carried out using measures of mean and standard deviation and also inferential statistics. In order to ensure study data collection tool is complete and consistent, data cleaning was done before processing the answers. Then the information was coded so that the answers could be split into different classifications. Using conceptual content analysis, open-ended issues was evaluated. Analysis followed development and explanation of the number of frequencies and tables describing and summarizing the information. Analysis of regression was used to evaluate the performance connection with the independent factors. The study confirmed that employee training, organisational culture, organisational structure and technology positively and significantly affected Turkana County Government's performance. The study concludes on employee training that training improves workers' abilities in performing a particular job. On organizational culture, the study concludes that an organization's ideals and expectations are influenced by a strong culture. The mission, vision and values were developed and sponsored. On organizational structure, the study concludes that getting the right organizational structure for the situation is all about better organizational structure. technology makes work faster when it comes to technology. In the present time, engineering has been a key player in developing innovation. The study recommends that the county should create a workforce plan to ensure that recruitment is done in time to improve jobs. A high-performance corporate culture should be fostered by managers of human resources and other members of the human resources team. The county should simply select the new structure on organizational structure that will allow for the most efficiency and productivity. The County should use software programs explicitly designed to improve the office's productivity or effectiveness.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Strategic change in firms happens as a result of environmental changes or in the event to respond to current crisis situation and in order to determine the variables to change, the organization shall consider the reasons for the change, the internal environment and the internal situation. (Jones, 2014). George and Jones (2017) observe that in a situation where a change is carried out by an organization, its key value must be established so that it can be maintained in the process of conversion. These authors further argue that while organizational change can be constant, it is not always the same in nature as change takes place in a variety of forms and sizes and can be proactive or reactive as per the contextual factors.

Neba (2016) indicates that management of strategic changes affects performance at the level of individuals, teams and organizations. Individuals learn by curiosity and experimentation, teams learn by promoting variety of concepts and inputs, organisations learn ongoing enhancement and experimentation through disciplines. Georges (2015) observe that when a change is happening, nice things are happening. People have a stronger life and are more dedicated to job. Therefore, strategic change management can help the county government adapting to modifications in the legal or market environment and to perform more effectively or cost-efficiently.

The capacity to continuously and successfully change is regarded crucial for the survival of any organization (Zorn, Page & Cheney, 2010). The need for continuing change, according to Johnson and Scholes (2012), needs an organisational capacity to learn in a coordinated and progressive manner on an ongoing basis. This was commonly regarded as an important factor in the capacity of the public sector to prove ongoing importance and significance to people. The

method of implementing strategic change, however, creates a good deal of uncertainty within the organisation, which in turn causes political and social activity as organizations and people try to cope with the organisation and leads to higher uncertainty.

1.1.1 Strategic Change Management

Strategic change management is the technique of handling change in a structured, thoughtful way to attain organizational objectives, objectives, and duties (Armstrong, 2009). Change is required if organizations are to continue to thrive, meet and surpass the competition of industry rivals. Branson (2011) indicates that strategic change is concerned with broad, long-term and organizational change-related problems. It is about shifting to a future state usually identified in terms of strategic vision and scope. It therefore needs professionals to interpret and adapt to guarantee the most appropriate fit between business strategies and plans.

Employee training is a method that offers the abilities, data and comprehension of the organization and its objectives to its staff. It also enables staff learn how to be more efficient at job by changing understanding, abilities or attitudes through learning experience to attain efficient output (Buckley & Caple, 2010). Shaw (2011) suggests that staff training is one of the essential instruments that helps improve efficient organizational performance while at the same moment helping to foster the organization's stability index. It is very essential for the organization to make additional attempts and invest a lot in training of employees if it wishes to accomplish its goals in the most economical manner.

The culture of an organization can be defined as Incarnation of their collective structures, values, standards, ideologies, rituals and tradition. They can be motivating to individuals together with being a precious foundation for efficacy and efficiency (Branson, 2011). Virginia (2010) notes that powerful culture has approximately been seen as a driving power for improving employee

productivity as well as enhancing employee self-possession, engagement, reducing work stress and improving employee ethical behavior. The capacity to recognize the organization's cultural characteristics provides a base for enhanced understanding the operations of the organization.

Barney and Griffin (2012) observe that the structure of organization is the technique of dividing, organizing and harmonizing organizational operations. According to Liao *et al.* (2011) a suitable structure of the an organization is very essential to attain organizational objectives as well as strategies in a scenario where the organizational structure is an significant source of competitive advantage is regarded one of the vital circumstances for effective adaptation to change through efficient changeability and flexibility. Therefore, organization to survive in the dynamic and complicated environment, it should be agile and flexible where the organizational structure that is the primary force of change is the primary variable.

Dauda and Akingbade (2011) describe technology as a method or complex of methods used in expected way to change content. The author also considers technology as being made up of variables linked to applied expertise and machine used in the manufacture of products and services that affect the organization's company. Kamzi (2016) notes that Organizations are increasingly using information technology to develop solutions to business problems, to improve both the efficiency and effectiveness of the decision-making process, to enhance productivity and service quality, to achieve dynamic stability, and compete for new markets. Therefore, as organisations grow and change, they depend more and more on information technology for their survival

1.1.2 Organizational Performance

Organization performance refers to how efficiently executives utilize availability of resources to meet clients' needs together with the firm's objectives (Muogbo, 2013). As per the observation by Markiewicz (2015) the performance of the companies should be based on making calculations on the grounds of how well and how much constraints of measurement together on the grounds of share of markets, asset return and profitability. This implies that the achievement is based on the organization's economic and non-financial parts.

Organizational performance involves the actual production or output of an organization as measured against the anticipated goals and goals (Virginia, 2010). In other words, how well an organization is doing to achieve its objectives can know the organization's effectiveness. Knowing the performance level of their organization is very crucial to understand what changes they can bring about for the owners or executives of an organization. Bourne and Bourne (2012) claim that it will be hard for the managers of the organisation to understand precisely when the organisation needs modifications without understanding of results.

According to Kotler and Schlesinger (2015), organizational performance is about goal accomplishments by transforming inputs into outputs. Poor organisational performance is the foundation for thinking about the process of strategic change by the management of the organization. This may constitute the organization's profit margin or market share. Short and Palmer (2016) demonstrates that when an organization's leadership encounters this scenario, they will begin to seek better management or organisational policies to enhance the organization's condition.

1.1.3 Turkana County Government

Located in northern Kenya, approximately 700 km from Nairobi County of Turkana, Kenya Turkana is the second largest county in Kenya covering 68,680 square kilometres. Turkana shares its boundaries with four districts; Marsabit to the north, Samburu to the south-east, Baringo and Pokot to the south-west. Turkana County comprises six districts: Turkana North, Turkana East, Turkana West, Turkana South, Turkana Central and Loima. The Turkana County Integrated Development Plan (CIDP) is a detailed blue print that will guide the country's involvement in the social financial transformation of its inhabitants.

The devolution of government and funds to the Counties is bound to change the situation in the near future, but this will depend on proper planning and prudent management and utilization of the funds allocated to the County. This strategic plan is a tool that is geared to supporting the capacity of the incoming County Government in the planning of County development. The County Integrated Development Plan 2013-2018 borrows on past Turkana District development plans. The plan had envisaged the development of more than six policies to help the County Government steer those operations that support the sectoral areas of the Strategic Plan.

1.2 Statement of the Problem

Organizational change is vital to keep up with evolving business needs and remain competitive (Day, 2014). However, Brown (2015) notes that managing strategic change is a double-edged sword as it simultaneously results in expected performance gain and unexpected performance loss. When unexpected loss of performance dominates or drains expected performance gain away, change becomes pointless. Moreover, the coexistence of profit and loss of performance is likely to generate confused evidence for the outcome of strategic change. As a result,

organisations may fail to maximize strategic change's performance advantages either because they do not detect performance loss or fail to diagnose and mitigate the loss.

With regard to county governments, public industry reform is a complicated issue, therefore organizations in the public sector are faced with growing difficulties to bring about change. Managing change is by itself a factor that largely determines policy success. Acquiring creative reforms to meet social requirements is no longer enough; county governments need a plan to handle change to accompany their reform proposals. Additionally, Turkana County government managers face distinctive barriers managing strategic change due to entrenched bureaucracies in the civil service, procedural limitations such as performance management and frequent employee turnover, advancement in technology and tackling competing priorities with many distinct stakeholders. The ability to effectively manage strategic change is key for better performance of the County.

Ng'eno (2012) study examined practices of managing strategic change and organization performance of Kenya Commercial Bank (KCB) and found that KCB adopted different strategic change management methods that enhanced the bank's efficiency. However, the study used secondary data and commercial bank. Nyamu (2014) did a study in Kenya National Audit Office focusing on practices of managing strategic change and challenges at and discovered a positive correlation between leadership of strategic change. However, the study used a case study and in-depth interviews. Gathoni (2016) research explored how management of strategic change on performance of organization and found that scheduling change and visionary leadership were substantially linked to organisational performance. However, the study used purposive sampling method that does not provide conclusive findings. The current study, therefore

evaluated how strategic change management influences the performance of Turkana County Government.

1.3 Study Objectives

1.3.1 Overall Objective

To evaluate how strategic change management influences the performance of Turkana County Government.

1.3.2 Specific Objectives

- i. Examining the influence of employee training on the Turkana County Government performance
- ii. Identifying how organizational culture influences Turkana County Government performance.
- iii. Assessing the influence of organization structure on Turkana County Government performance.
- iv. Evaluating how technology affects Turkana County Government performance.

1.4 Research Questions

- i. How do employee training relate to the Turkana County Government performance?
- ii. What is the influence of organizational culture on Turkana County Government performance?
- iii. How do organization structure relate to the Turkana County Government performance?
- iv. How does technology affect Turkana County Government the performance of?

1.5 Significance of the Study

Research would be helpful to the County Government of Turkana executives together with the employees determining how the management of strategic change impacts the county's

performance. The results of the research would be crucial in understanding the difficulties encountered by leadership in implementing strategic change measures for other counties in Kenya. In formulating strategies for organisations experiencing change or those seeking to enhance their performance through strategic change management, the research results would help government and policy makers. The study in addition would assist in adding knowledge to other researchers to the body of information on strategic change leadership and organisational performance by establishing a gap.

1.6 Study Scope

It was conducted in County Government of Turkana by establishing how employee training, organizational culture, structure and technology influence the performance of Turkana County Government. The research was based on Turkana County Government's results over the past five years (2015 – 2019). The staff members formed the accessible population of Turkana County Government. The sample population was 60% of the target population. The information collection tool was semi-structured questionnaire. The study was undertaken in a period of one month after the approval from the school. Descriptive survey research design was employed and data collected was analysed using descriptive statistics and inferential statistics.

1.7 Study Limitations

Resources available made the locale of the study to Turkana head-quarters which could create sample bias. However, the sample size acquired through proper sampling was made representative of the entire population. Some County executives could fear to disclose sensitive information that challenges management of strategic change confidentiality concerns. However, the study's aim was clarified by presenting a university's study approval letter.

1.8 Study Organization

The study was organized into five chapters in which chapter one cover the study background based on study variables, the problem of the study, variables of the study, the study questions, the relevance of the study, the scope and limiting factors to the study. Chapter two cover theories guiding the study, empirical studies based on study objectives, summary of the empirical studies and gap identification and conceptual framework. Chapter three covers methodologies guiding the study. Chapter four focused on research findings and discussion and chapter five focused on summary of the findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two cover theories guiding the study, empirical studies based on study objectives, summary of the empirical studies and study gap identification and conceptual framework.

2.2 Theoretical Review

This study was based on four theories namely the resource-based view, the theory of Strategic Balance, Kurt Lewin's three-step planned strategic model and the Kotter's eight-step mode.

2.2.1 Resource-Based View Theory

Wernerfelt in 1984 initially developed a theory on resource-based view and later added on by Rumelt (1984), Penrose (1959), Peteraf (1993), and Barney (1991) among other scholars. The resource based theory centers for the use of precious resources which are readily available in the organization. According to Rumelt (1984), organizational resources are the main inputs for any desirable outcome. Peteraf (1993) further adds that the resources for any organization are either tangible or intangible. According to Wernerfelt for the organizations to develop viable strategies it has to check on its resources which enable the implementation of the identified strategy. This theory states that the strategic resources' possession provides organizations a golden chance of developing competitive advantages over their rivals. The theory is therefore essential to this research as it demonstrates the influence of organisational performance which according to the theory is influenced by strategic resource capabilities. For organizations to set their resource capabilities at par, they must invest in strategic change management practices which will help them not only to survive in the business but also grow to market leadership positions in the

industry. It is the aspiration of every organization to achieve competitive edge for survival and growth (Peteraf, 1993).

This theory's strength is that it promotes resource uniqueness so as to ensure that a sustained competition platform is created. Peteraf (1993) add that the critique of the theory of resource-based emanates on the basis of it lacking enough management implications as well as operational validity. Although, RBV is criticized for instructing management towards the development of unique resources without the information on the methodology of doing so (Connor, 2002; Miller, 2003). This theory was used to explain organizational performance variable.

2.2.2 Resource-Based View Theory

Contingency theory is propounded by Burns and Stulker (1961) who emphasized the need to examine the role of contingencies or situations in an organization and its behavior. The theory postulates that organizations have to be integrated and differentiated to an extent of optimality, contingent upon the level of environmental uncertainty (Lawrence & Lorsh, 2009; Okeyo, 2013). The essence of contingency theory is that the best practices depend on the contingencies of the situation and thus helps analyze situations and determine what variables influence the strategic decisions. Contingency theory posits that organizational effectiveness is achieved by matching organizational structure to contingencies.

Ongeti (2014) indicate that contingency theory presupposes that under different circumstances, different solutions may prove most effective. This can be considered one of the primary insights of the theory, because instead of prescribing universally applicable organization management practices, the theory asserts that different circumstances require different organizational structures and strategies. Therefore, successful implementation of corporate strategy is largely determined by the fit between the organizational structure and a strategy. Morton and Hu (2015)

argue that the contingency theory underscores the role of strategic alignment which enhances the fit between the organization strategic priorities and its environment, which in turn leads to support organizational performance. This theory explains organizational structure variable.

2.2.3 Schein's Theory of Organizational Culture

The study will be guided by Schein's theory of 1984 on organizational culture which consists of three domains: basic underlying assumptions, espoused values, and artefacts. Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies. According to James and Jones (2015) espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. The basic underlying assumptions are the base level of organizational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.

Schein (1984) proposed a model of organizational culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of culture. Schein's Organizational Culture Model also provides points of reference to create cultural change. Schein (1984) also show that it's sensible to have discussions with as many employees as possible to discover the underlying backgrounds and aspects of the organizational culture. These could be a basis for cultural change. People should be aware that cultural change is a transformation process; behaviour must be unlearned first before new behaviour can be learned in its place. This theory has been chosen to guide this study because it postulates that the basic underlying

assumptions, espoused values and artefacts should be reflected in an organizational culture so as to promote organizational performance. This theory explains organizational culture variable.

2.2.4 Diffusion of Innovation Theory

Diffusion of innovation (DOI) as propounded by Rogers in the year 1971 is a theory explaining why and to what extent a new idea or technology reaches individuals or organizations in a social system. The DOI theory, which is based on psychological and sociological theories, is perhaps the most used innovation adoption theory in ICT adoption. Rogers (1995) defines innovation diffusion as the process by which an innovation is communicated through communication channels over times among the members of a social system. In DOI, adoption is the acceptance of innovation taking place in five steps: knowledge, persuasion, decision, implementation and confirmation.

DOI suggests that perceived characteristics of an innovation, such as relative advantage, compatibility, complexity, triability and observability, determine the adoption or rejection of an innovation (Lin, 2013). Irani, Ahmad, Amer, Qutaifan and Alhilali (2013) show that In the DOI theory, the pattern of communication flow determines the pattern of adoption across the members of the adopting social system. The informed users are persuaded to adopt the innovations. Technology adoption enables the county government to automate the already existing structures for effective service delivery. The tenets of this theory illustrate how the diffusion of technology in a given geographical area influences the acceptance of a related innovation that applies the already existing systems. This theory is used to explain technology adoption variable

2.2.5 Theory of Strategic Balance

David Deephouse created this theory in 1999. It indicated that the output of moderately differentiated companies is extremely compatible or highly distinguished firms. Deephouse explains why he recommends that businesses seeking competitive advantage should be as legitimate as possible, i.e. being separate lowers competition and increases competitive advantage, but being too different generates legitimacy issues that have an adverse effect. The Strategic Balance will combine the positive effects of differentiation with the positive effects of similarity while avoiding the negative image of being too different or too similar to other businesses in the industry.

Deep house assessed the advantages of similarity (conformity) with respect to the advantages of diversity (differentiation) and determined that the perfect strategic model resembled differentiation. This equilibrium becomes the strategic benefit of companies; the capacity to be as distinct as possible without losing legitimacy advantages. Therefore, John Wiley & Sons Ltd. should be as distinct as legally feasible in 1999. The theory further observes that the conduct of performers, including the scheme of values of leaders, influences the efficiency of businesses. (Calori and others, 1989). This theory explains employee training variable.

2.3 Empirical Review

2.3.1 Employee Training and Organizational Performance

Ogohi (2018) conducted a survey on effects of training on organizational performance in Nigeria. The research attempts to find out the impact which training has employee performance bearing in mind that the aggregate of individual performance will culminate to organizational performance. The study considered the microfinance bank sub-sector from which three banks were selected. Data was collected from 304 respondents who were drawn using Taro Yamane

sample size determination technique through structured questionnaire. The study showed that employee skill, knowledge and ability gained from training has significant effect on productivity. Further findings reveal that training has effect on employee commitment to the organization.

Janes (2018) conducted a study impact of employee training on organizational performance, a case study of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania. The study comprised a sample size of 219 respondents selected using purposive and simple random sampling techniques. Data collection was done through the questionnaire administered to the respondents. Data was analyzed using descriptive statistics and results presented using tables. The study results found that employee training has a significant effect on the performance of drilling companies. However, the study results found that there is lack effective training and development policies in drilling companies.

Karimi and Nejad (2018) conducted a study on effect of organizational training on job satisfaction and individual performance of Ahwaz Oil Company Employees. The statistical population of this study consisted of all employees of Ahwaz Oil Company, which according to the data of the sample at the time of the research, their number was 800. Based on the Krejcie and Morgan tables, for a community with this volume, at least 260 statistical samples were needed. To select this sample size from the statistical population, stratified random sampling method with proportional volume was used and the samples were selected accordingly. The results of the research showed that in the society under study, the quality of organizational education and job satisfaction have a positive and significant effect on employees' performance.

2.3.2 Organizational Culture and Organizational Performance

Shahzad, Luqman, Khan and Shabbir (2012) study focused on the impact of organizational culture on organizational performance. Through an assessment of current empirical research and

models, it was discovered that organizational culture has a profound effect on the variety of organisational processes, staff and their performance. This also defines the various cultural dimensions. Research demonstrates that if employees are engaged and have the same standards and value as organisations, efficiency can be increased to achieve the general objectives of the organization.

Sengottuvel and Aktharsha (2016) study examined the influence of organizational culture on organizational performance in Information Technology Sector. A sample of 210 staff was taken from the 1200 IT workers population using a Leading IT business structured questionnaire. The findings of the Partial Least Square Path Modeling (PLS-PM) showed that strategic emphasis was the important predictor of organizational performance. In addition, all aspects of organisational culture coupled explain important variability in IT organisation performance.

Kamaamia (2016) study the effect of organizational culture on organizational performance: A Case of Kenya School of Monetary Studies (KSMS). A descriptive research design survey was utilized. The study population consisted of 110 KSMS staff, from whom a stratified sampling was used to get a sample size of 80 participants. This research depended on primary data gathered by means of an electronic questionnaire sent to participants by email. For descriptive statistics and inferential statistics, the research data was analysed. The results indicated that the connection between organizational culture and performance is statistically important.

2.3.3 Organizational Structure and Organizational Performance

Ogbo, Chibueze, Christopher and Anthony (2015) study examined the impact of structure on organizational performance of selected Technical and Service Firms in Nigeria. The study was conducted using the survey approach. The primary source was the administration of copies of designed questionnaire to a total of eighty (80) respondents that made up the sample for the

study. Findings revealed that decentralization enhanced better and more informed decision making in technical and service firms in Nigeria; that task routine affected staff productivity both positively and negatively; and that a significant positive relationship existed between narrow span of control and efficiency in organizations.

Csaszar (2012) study investigated the influence of organizational structure as a determinant of performance: Evidence from mutual funds. The empirical setting is more than 150,000 stock-picking decisions made by 609 mutual funds. Mutual funds offer an ideal and rare setting to test the theory, since there are detailed records on the projects they face, the decisions they make, and the outcomes of these decisions. The findings suggest that organizational structure has relevant and predictable effects on a wide range of organizations. In particular, the article shows empirically that increasing the consensus threshold required by a committee in charge of selecting projects leads to more omission errors, fewer commission errors, and fewer approved projects.

Mbah, Chioke and Ebele (2018) study examined the effect of organizational structure on performance of manufacturing firms in South East Nigeria. The descriptive survey design was used for the study. Out of a population of 3242 staff, 344 staff was sampled. The sample size of 344 was chosen after applying the Freund and William's formula for the determination of adequate sample size. The findings revealed that staff training has positive effect on the product quality service of the organization and employment adaptation and flexibility has positive effect on sales turnover of the organization.

2.3.4 Technology and Organizational Performance

Mulwa (2015) carried out a study on factors influencing adoption of ICT in service delivery by county governments in Kenya: A Case of Kitui County. The study adopted a descriptive research

design. The target population for this study was residents and county government officials of Kitui County, Kenya. The study relied on data collected through questionnaires structured to meet the objectives of the study and an interview guide. The study found that there exists a positive association between; human resource availability and adoption of ICT in service delivery.

Chege (2016) study examined the effects of information communication technology adoption on financial performance of financial institutions in Kenya. The study used a census survey of seventy respondents. The study used Questionnaire as a research instrument for data collection. The study established that budgeting process automation affected financial management in Meru County to a great extent. The study found out that revenue collection automation affected financial management in Meru County to a great extent.

Benard (2018) study examined the influence of Information Communication Technology Considerations on revenue collection in Nairobi City County, Kenya. This study adopted a descriptive research design. Qualitative data was analyzed using content analysis. Quantitative data was analyzed through the use of descriptive statistics. The study concluded that ICT had a positive relationship on revenue collection in the county government. Further it was concluded that ICT government policies has a significant relationship on revenue collections.

2.4 Strategic Change Management and Organizational Performance

Management of strategic change may be influenced by the state of the organisation and its internal environment as the performance of the organisation may rely on the fit between the organisation and its internal environment, the appearance of new possibilities and threats in the internal setting, in other words, the change in the internal setting, the organization's need to adapt to the internal setting as a consequence, as a reaction to the environmental modifications,

organisations would alter their approach. The organization's countries will also influence the occurrence of strategic change. In the face of financial distress, they tend to embrace fresh approaches to break the critical circumstances. Furthermore, organisations would have structural inertia that tend to maintain their prior structure and approach to enhance the competitiveness and efficiency of organisations (Kotter, 1996).

RBV shows that certain distinctive current resources will lead to superior results. The existing adequate resources of a firm influence success strategic change management and enabling firm achieving high performance in the volatile contemporary markets. Corporate resources can provide needed flexibility in reaction to changes in the environment and influence achievement of performance and competitive advantage. Bowman and Hurry's (1993) observed that resources are approaching as alternatives of an organization's capabilities and assets influence strategic choice. Cohen and Levinthal (1990) also suggest that additional funds can help organisations participate in adaptive change.

A company's resource base has a significant impact on the connection between performance feedback and strategic change. We differentiate two wide classes of corporate resources that play a key role in strategic decision-making, flexible and particular resources (Teece et al., 1997). Flexible resources can be readily (re)allocated across strategic alternatives, while specific resources are the consequence of previous obligations to resources and are specialized in specific strategic actions. Company resources improve the organization's competitiveness and ongoing adaptation to different rates of environmental turbulence and attain high performance.

Organization managers are becoming increasingly conscious that competitive advantage is a critical source and organization performance frequently in strategic change in production of

quality product and services, best strategies, Adoption of advanced technology and a suitable system to attract and manage human resources organisations (Kotter, 2007). This means that reciprocal relationships between the setting and company capacities at various stages of evaluation shape business strategy and performance, while interactions between strategy and performance shape both organisational capacities and competitive environments (Burnes, 2009).

With more extensive environmental modifications (Trinh and O'Connor 2000), strategic change leadership tends to improve. Clearly, owing to changes in the setting, financial markets are experiencing a lot of change. Much of this strategic shift is due to the banking industry's seemingly inexorable development. The nature of financial service delivery to the markets is starting to alter fundamentally. As banking markets have grown and reformulated, banks have tried to comprehend the impacts of the new setting and are under pressure to re-evaluate how they offer financial services, identify survival policies, be competitive, and enhance profitability (Murray and Anderson 1996). In addition, banking organizations have increasingly controlled key markets and increased the overall competitiveness of banks through efficient strategic change management methods such as designing, reconfiguring bank operations and cost-control approaches, viewing them as cost-control, protecting market shares, improving operational efficiency and improving economic performance.

2.5 Summary and Gaps to be filled by the Study

The accessible local studies have disclosed how to handle such changes to an extended extent, but a full overhaul of the organisational structure arises from forces beyond the control of the organization and must therefore be reconsidered. Change management challenge includes worker resistance, organizational structure incompatibility, culture and technology systems, and change-related costs. Organizations are frequently noted to be dynamic and always change. Therefore,

change is inevitable in the globe of today. Most changes within organisations emanate from top management or important stakeholders and thus previous research have disclosed how to handle such changes to a large extent. Change management has consequential consequences in different organisations. The County Government of Kenya is one of the sectors undergoing change management. However, there has never been a study focusing on the connection between these modifications and the County Government's performance. For this study, this constitutes a research gap. The researcher seeks to conduct a research in search of strategic change management in the organisation and find helpful results.

Table 2.1: Summary and Gaps to be filled by the Study

Author	Focus of the Study	Findings	Knowledge gap	Focus of the current study
Ogohi (2018)	Effects of training on organizational performance in Nigeria	Employee skill, knowledge and ability gained from training has significant effect on productivity	The study used qualitative study that does not supports making conclusion	The study used quantitative study that supports making inferences
Janes (2018)	Employee training on organizational performance	Employee training has a significant effect on the performance of drilling companies	The study was a case of drilling companies in Geita, Shinyanga and Mara Regions in Tanzania	The study was a case of Turkana County Government
Karimi and Nejad (2018)	Effect of organizational training on job satisfaction and individual performance	The quality of organizational education and job satisfaction have a positive and significant effect on employees' performance	The study used exploratory case study which does not provide conclusive findings due to small sample size involved	Descriptive survey research design which yield rich data that lead to important recommendations in practice
Shahzad <i>et al.</i> (2012)	Impact of organizational culture on organizational performance	If employees are engaged and have the same standards and value as organisations, efficiency can be increased to achieve the general objectives of the organization	The study used qualitative study that does not supports making conclusion	The study used quantitative study that supports making inferences

Sengottuvel and Aktharsha (2016)	Influence of organizational culture on organizational performance in Information Technology Sector	Strategic emphasis was the important predictor of organizational performance	The study used simple random sampling which does not guarantee proper representation of a sample	The study used stratified sampling method to ensure that the respondents are well represented
Kamaamia (2016)	Effect of organizational culture on organizational performance	The connection between organizational culture and performance is statistically important	The study context was Kenya School of Monetary Studies (KSMS)	The study context was Turkana County Government
Ogbo, Chibueze, Christopher and Anthony (2015)	Impact of structure on organizational performance of selected Technical and Service Firms in Nigeria	Decentralization enhanced better and more informed decision making in technical and service firms in Nigeria	Structure alone does not influence performance thus the need for other factors	The current study will focus on other factors apart from structure which influence performance.
Mbah, Chioke and Ebele (2018)	Organizational structure on performance of manufacturing firms in South East Nigeria	Staff training has positive effect on the product quality service of the organization and employment adaptation and flexibility has positive effect on sales turnover of the organization	Findings based on convenience sampling which is not suitable for hypothesis testing and generalization of findings	The current study used a proportionate stratified random sampling which enables hypothesis testing and further generalization of findings.
Mulwa (2015)	Factors influencing adoption of ICT in service delivery by county governments in	There exists a positive association between; human resource	A survey design was used which has challenges in validity and	A descriptive design was used which ensures validity and

	Kenya	availability and adoption of ICT in service delivery	reliability of results	reliability of results
Chege (2016)	Effects of information communication technology adoption on financial performance of financial institutions in Kenya	Revenue collection automation affected financial management in Meru County to a great extent	The study used secondary data in which data maybe old and out of date	The study used primary data in which the researcher is able to collect up-to-date information
Benard (2018)	Influence of Information Communication Technology Considerations on revenue collection in Nairobi City County, Kenya	ICT had a positive relationship on revenue collection in the county government	Was a case study using a purposive sampling technique	This study was a survey study using a stratified sampling technique

2.5 The Conceptual Framework

Independent Variables

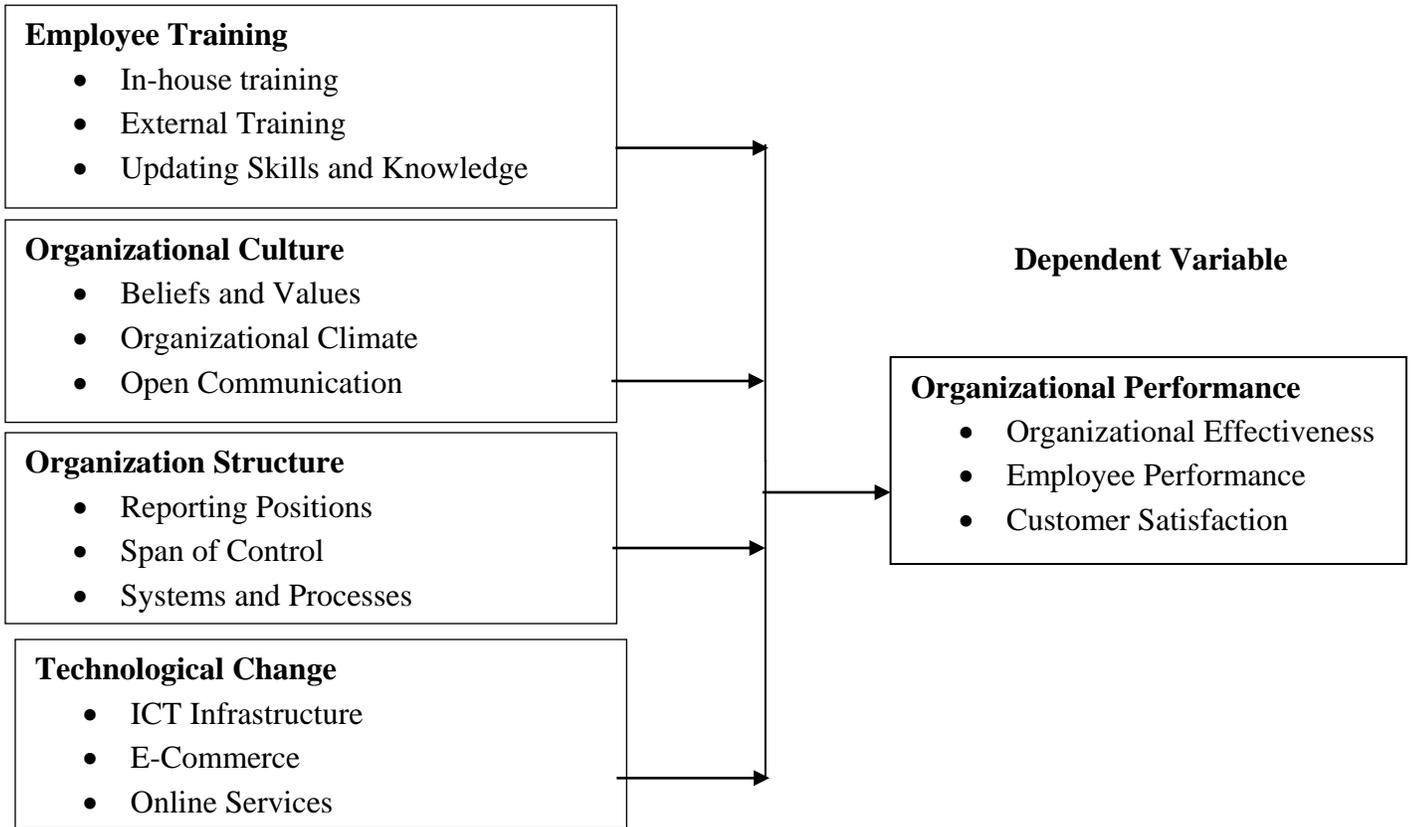


Figure 2.1: Conceptual Framework

Source: Researcher (2019)

Figure 2.1 shows the relationship between variables whereby the independent variables include; employee training, organizational culture, organizational structure and technological change and the dependent variable is the organizational performance. Employee training increases job satisfaction and morale among employees thus improving performance of the organization. A strong organizational culture enables the employees stay focused on organizations values and mission. A proper structure of the organization streamlines organizations operations and improves decision making. Implementing the newest technology allows organizations to connect with the best talent in a diverse situations and increasing the efficiency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section provides the methodology for conducting the survey. It also defines the sort and source of information, the target population and methods of sampling, and the techniques for selecting the sample size. It also defines the collection, analysis and presentation of information.

3.2 Research Design

Research design relates to the technique of conducting a study. Orodho (2003) defines a research design as the scheme, outline or plan used to produce responses to the issues of study. Chandran (2004) indicated that research design is an understanding of the conditions for information collection and evaluation in a manner that connects their relationship with process economy study. The research study utilized the descriptive research design to determine the outcomes associated with the connection between strategic change management techniques and County Governments performance in Kenya. According to Cooper and Schindler (2006), a descriptive study is related with finding out what, where and how a phenomenon is. Descriptive research design was chosen because it enables the researcher to generalize the outcomes to a larger population.

3.3 Target Population

The study's population consisted of staff of Turkana County Government which includes 10 County Executive Committee Members, 13 County Chief officers, 40 County Directors, 52 County Administrators and 100 County Officers.

Table 3.1: Target Population

Category	Population Frequency	(%)
Executive Committee Members	10	5
County Chief Officers	13	6
County Directors	40	19
County Administrators	52	24
County Officers	100	46
TOTAL	215	100

Source: Turkana County Government HRM Report of 2019

3.4 Sampling Design

According to Kombo and Tromp (2006), sampling methods apply to how to pick instances for analysis. This offers an in-depth explanation of the subjects to be chosen from the target group to be involved in the investigation. Stratified sampling was used for participants ' sampling and simple random sampling was used to select respondents who consisted of employees from the organization's departments. The study used the sample size equation of Taro Yamane (1967) assuming an error term of 5 percent.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{215}{1 + 215 * (0.05)^2}$$

$$n = 105$$

The sample size was 129 respondents, representing 60 percent of the target population. The proportionate distribution of the sample size was reached by 0.60

Table 3.2: Sample Population

Category of Population	Population	Sample Factor	Sample Size
Executive Committee Members	10	0.6	6
County Chief Officers	13	0.6	8
County Directors	40	0.6	24
County Administrators	52	0.6	31
County Officers	100	0.6	60
TOTAL	215		129

Source: Researcher (2019)

3.5 Data Collection Instrument

Regarding the connection between Turkana County Government's strategic change management practices and results, this research used a questionnaire. There were two parts in the questionnaire. The first part is intended to identify basic data including the respondents' demographic features, while the second part consisted of questions focusing on the four factors. The questionnaire was closely structured and tested for further improvements with a few members of the population. This was done to improve the validity and precision of the information for the survey to be obtained.

3.5.1 Validity of Data Collection Instruments

Cooper and Schindler (2011) validity is the degree to which the instrument measures the constructs under investigation. Content validity refers to the extent to which the items on a test are fairly representative of the entire domain the test seeks to measure. Therefore, content

validity was evaluated by involving the supervisor as the research expert to rate the questionnaire items based on their relevance and representativeness to the content domain.

3.5.2 Reliability of Data Collection Instruments

The fundamental element and purpose of reliability was to estimate the consistency of measurement. Consistency implies the degree to which an instrument measures the same way each time when same subjects are treated under different conditions using same procedures (Ranjit, 2015). Cronbach’s alpha reliability coefficient was used to test the reliability of the questionnaire. According to Morse, Barrett, Mayan, Olson and Spiers (2012) a reliable instrument of data collection should have alpha value greater than or equal to 0.70. Therefore, this study obtained an alpha value of 0.800.

Table 3.3: Results of Reliability Test

Variable	Alpha (α) coefficient	Remarks
Employee training	0.815	Reliable
Organizational culture	0.746	Reliable
Organizational structure	0.831	Reliable
Technology	0.798	Reliable
Performance	0.811	Reliable
Average Score	0.800	Reliable

Source: Pilot Study (2019)

The findings from Table 3.3 show that organizational structure variable had the highest alpha coefficient at $\alpha=0.831$ which was followed by employee training at $\alpha=0.815$, performance at $\alpha=0.811$, technology at $\alpha=0.798$ and organizational structure at $\alpha=0.746$. The average alpha coefficient was at 0.787 which satisfies the recommendation made by Mugenda and Mugenda (2003) that an alpha coefficient score of above 0.7 shows that the instruments are highly reliable

3.6 Data Collection Procedure

The research administered the questionnaire to all respondents of the study independently and exercise care and control to ensure that all participant questionnaires are obtained and that this is accomplished, the research retained a questionnaire register to be sent and received. The questionnaire was administered using a method of drop-down and subsequently chosen.

3.7 Data Analysis and Presentation

For completeness and consistency, the finished questionnaires will be edited before processing the answers. The information was then coded in order to group the answers into different classifications. Using conceptual content analysis, open-ended issues was evaluated. Analysis will involve the development and interpretation of the number of frequencies and tables describing and summarizing the information. The research also used means, correlations, and factor analysis to provide the variables with findings and comparisons. The information collected was solely quantitative and presented into a meaning analysis through descriptive analysis. Measures of score of mean and standard deviation dispersion were used to summarize the answers alongside the major research factors. Measures of multiple regression analysis was also used with the following model to test the hypotheses and answer the research questions:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y = Organization performance

X_1 = Employee training

X_2 = Organizational structure

X_3 = Organizational Culture

X_4 = Technology

$\beta_1 - \beta_4$ are coefficients

ϵ is the error term.

The strength of the relationship of the measurement was made using the adjusted r^2 . The model's importance was evaluated by measuring F at < 0.05 using the ANOVA table.

3.8 Measures of Ethical Standards

All those involved in the research obtained informed permission. Those who were not willing to take part were not forced to participate. The respondents did not indicate their names for confidentiality purposes, and the collected information was only used for this academic study purposes. Consultation and authorization was given to the required study officials.

CHAPTER FOUR

RESEARCH FINDINGS AND INTERPRETATIONS

4.1 Introduction

This chapter shows the findings and discussion of data obtained from the field. The response rate is given first followed by demographic information of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

A total of 129 questionnaires were distributed to the Executive Committee Members, County Chief Officers, County Directors, County Administrators and County Officers and the response rate is presented in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	118	91.5
Non-response	11	8.5
Total	129	100

Source: Research Data (2019)

The results in Table 4.1 show that out of 129 questionnaires administered, 118 responded giving a response rate of 91.5% while 11 failed to respond accounting for 8.5% non response rate. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on this assertion, the overall response rate of 91.5% was considered satisfactory for data analysis.

4.3 Background Information

The background information of the study was based on the respondents' gender, education level and the length of work at the organization. The findings obtained are presented as follows:

4.3.1 Respondents' Gender

The study sought to establish the respondents' gender and the findings are presented in Figure 4.1.

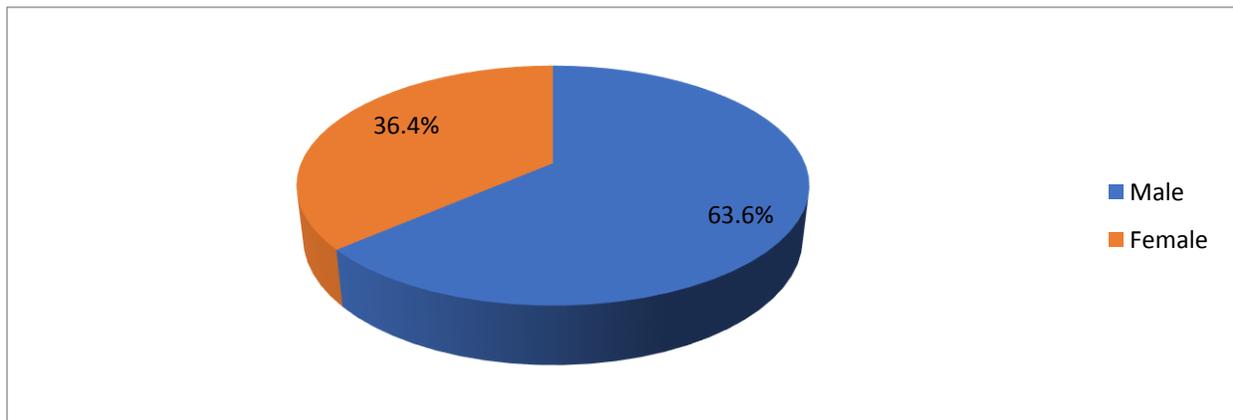


Figure 4.1: Respondents' Gender

Source: Research Data (2019)

Figure 4.1 shows that most of the respondents were male at 63.6% and 36.4% represented female respondents. This finding shows that both genders were involved in this research and therefore the study was gender sensitive.

4.3.2 Respondents' Age

The study sought to establish the respondents' age gap and the findings are presented in Table 4.2.

Table 4.2: Respondents' Age

Years	Frequency	Percentage
Under 25	5	4.2
26 - 35	10	8.5
36 - 45	49	41.5
46 - 55	30	25.4
Over 56	24	20.3
Total	118	100

Source: Research Data (2019)

Table 4.1 shows that most of the respondents were aged between 36 to 45 years at 41.5%, followed by those aged between 46 to 55 years at 25.4%, 20.3% aged over 50 years, 8.5% aged between 26 to 35 years and 4.2% under 25 years. This shows that the study respondents were obtained from different age groups.

4.3.3 Respondents' Highest Level of Education

The study sought to establish the highest level of respondents' education and the findings are presented in Figure 4.2.

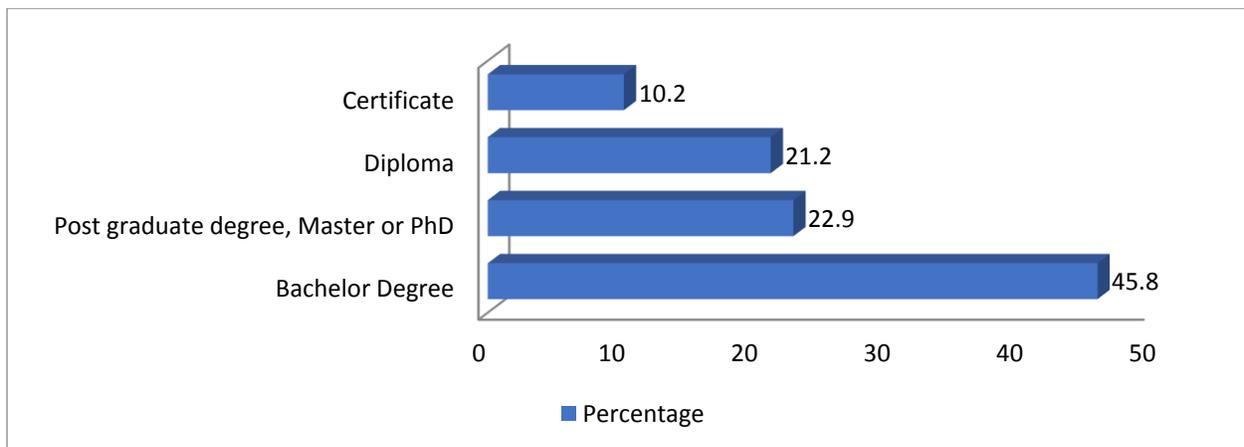


Figure 4.2: Respondents' Highest Level of Education

Source: Research Data (2019)

Table 4.1 shows that most of the respondents had attained a bachelor degree level of education at 45.8%, followed by those who had either post graduate degree, master or PhD at 22.9%, 21.2% had a diploma and 10.2% had a certificate. The findings imply that the respondents were well educated which means that they were in a position to respond to research questions with ease.

4.3.4 Respondents' Length of Work

The study sought to establish the work experience of respondents and the findings are presented in Table 4.3.

Table 4.3: Respondents' Length of Work

Years	Frequency	Percentage
1 - 5	11	9.3
6 - 10	15	12.7
11 - 20	41	34.7
21 - 30	26	22.0
Over 30	25	21.2
Total	118	100

Source: Research Data (2019)

Table 4.3 shows that most of the respondents had worked for a period ranging from 11 to 20 years at 34.7%, 22.0% between 21 to 30 years, 21.2% for over 30 years, 12.7% between 6 to 10 years and 9.3% between 1 to 5 years. This suggests that for a considerable period of time, most of the respondents had worked with the company and were thus in a position to provide credible information on this study.

4.4 Descriptive Statistics

Analysis of descriptive data was presented in terms of Mean (M) and Standard Deviation (SD). The results are presented as per the study specific variables as follows.

4.4.1 Employee Training

The study sought to find out from a list of statements describing employee training and its relationship with performance the extent to which the respondents agreed. Table 4.4 presents the results.

Table 4.4: Employee Training

	M	SD
In-house training of employees in Turkana County Government increases their efficiency and enhances performance	4.42	1.147
Updating employee skills and knowledge through training leads to better performance in Turkana County Government	4.07	0.814
Eternal training programs for employees enhances performance in Turkana County Government	4.30	0.589
Trained employees perform better than untrained employees in Turkana County Government	4.14	0.836
Aggregate Score	4.23	0.847

Source: Research Data (2019)

The results in Table 4.4 indicate that the respondents strongly agreed on statements that in-house training of employees in Turkana County Government increases their efficiency and enhances performance (M=4.42, SD=1.147) and that eternal training programs for employees enhances performance in Turkana County Government (M=4.30, SD=0.589). Huselid (2009) agree with this findings by noting that quality staff retention needs investment in developing their skills, expertise and skills. The aim of doing this is to understand the productivity of individuals and ultimately organizations. Training is usually provided only to fresh staff, which is a basic mistake as the continuing training for current staff enables them to adapt quickly to altering work demands.

The respondents agreed on the statements that trained employees perform better than untrained employees in Turkana County Government (M=4.14, SD=0.836) and that updating employee skills and knowledge through training leads to better performance in Turkana County Government (M=4.07, SD=0.814). This is supported by Appiah (2010) who assert that training and development have been shown to provide staff and organisations with enhanced performance and associated advantages by favourably affecting employee performance by developing employee abilities, understanding, abilities, competencies and conduct (

The average mean score of 4.23 indicates that it was strongly agreed that employee training influenced Turkana County Government performance to a very large with standard deviation of 0.847. This agrees with Lindsay and Evans (2010) who asserted that organisations that strive to provide products and services of quality are always investing in training and growth. Armstrong (2009) says that effective training and development minimizes resistance to change, learning costs, improves performance of individuals, teams and organizations.

The respondents further found that most of the respondents indicated that employee training influences Turkana County Government performance to a very large extent at 35.6%, 28.8% great extent, 25.4% average extent, 8.5% low extent and 1.7% very low extent as shown in Figure 4.3.

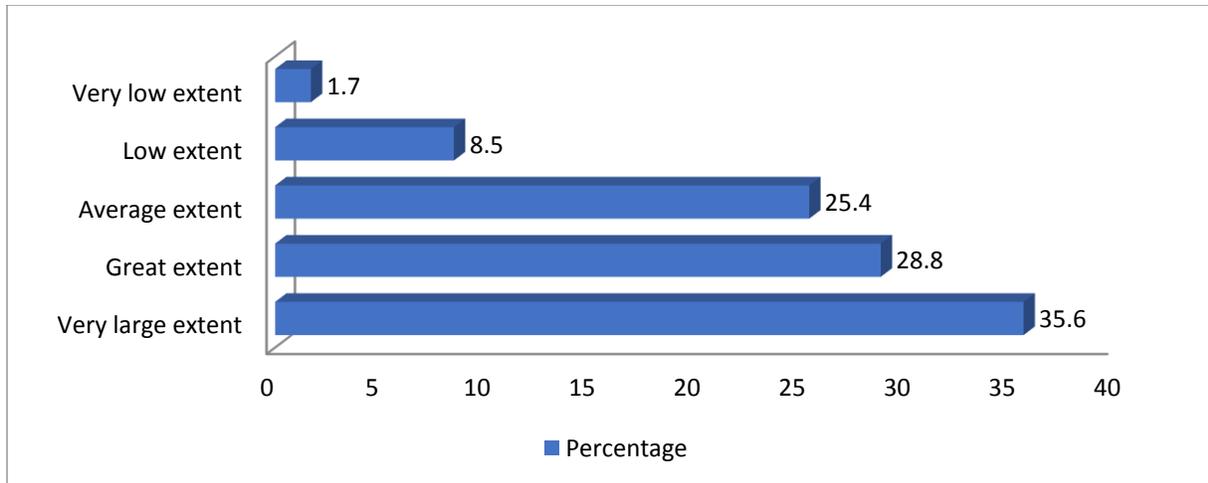


Figure 4.3: Influence of Employee training on performance

Source: Research Data (2019)

4.4.2 Organizational Culture

The study sought to find out from a list of statements describing organizational culture and its relationship with performance the extent to which the respondents agreed. Table 4.5 presents the results.

Table 4.5: Organizational Culture

	M	SD
Information sharing is important as it contributes to improved performance in Turkana County Government	4.55	0.548
Employees being involved in decision making leads to improved performance in Turkana County Government	4.51	0.624
The culture of teamwork enhances the performance of Turkana County Government	4.63	0.503
The management in Turkana County Government being committed to employee empowerment has a positive influence on performance	3.84	1.513
Aggregate Score	4.38	0.797

Source: Research Data (2019)

The results in Table 4.5 indicate that the respondents strongly agreed on statements that the culture of teamwork enhances the performance of Turkana County Government (M=4.63, SD=0.503), information sharing is important as it contributes to improved performance in Turkana County Government (M=4.55, SD=0.548) and that employees being involved in decision making leads to improved performance in Turkana County Government (M=4.51, SD=0.624). These are supported by Wiener, 2010) who found that cultural differences have an enormous effect on human behavior and have potential for misunderstandings in company contacts that could become obstacles to an organization's change.

The respondents indicated to a lower extent that the management in Turkana County Government being committed to employee empowerment has a positive influence on performance (M=3.84, SD=1.513). This disagree with Sinha (2011) who defined the job culture as the resulting impact of data or organisational variables reflected in defined work-related positions, standards and values. Such efforts at definition show that culture develops through the mutual relationships of distinct individuals in a collective structure that calls for mutual collaborative behaviour.

The average mean score of 4.38 indicates that it was strongly agreed that organizational culture influenced Turkana County Government performance to a very large with standard deviation of 0.797. Conner (2013) a main component in improving resilience and minimizing the likelihood of dysfunctional behavior is the active management of the organisational culture. Johnson, Scholes and Whittington (2010) support the use of symbols These are objects, activities, acts or individuals that convey more than their inherent content Changing symbols can help reshape opinions and expectations because significance becomes evident in day-to-day organizational experiences.

The respondents further found that most of the respondents indicated that organizational culture influences Turkana County Government performance to a great extent at 37.3%, 30.5% to a very great extent, 21.2% average extent, 8.5% low extent and 2.5% very low extent as shown in Figure 4.4.

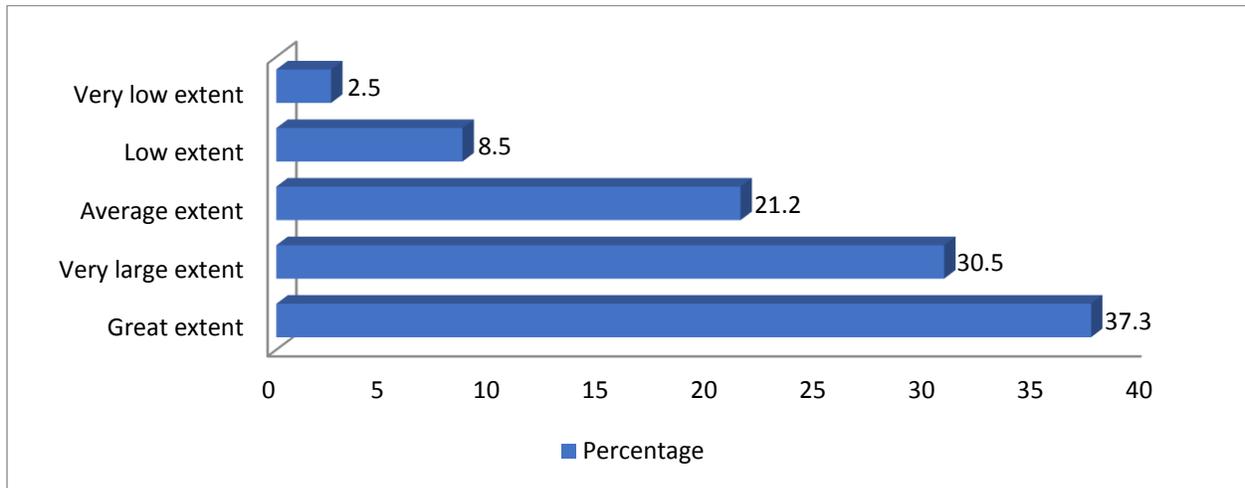


Figure 4.4: Influence of organizational culture on performance

Source: Research Data (2019)

4.4.3 Organizational Structure

The study sought to find out from a list of statements describing organizational structure and its relationship with performance the extent to which the respondents agreed. Table 4.6 presents the results.

Table 4.6: Organizational Structure

	M	SD
Bureaucratic practices in Turkana County Government have a negative influence on performance and are highly discouraged	3.37	1.466
Job redesign in Turkana County Government coming along with change leads to adaptability and has influence of performance	4.48	0.814
Job enrichment in Turkana County Government leads to influence of	3.29	1.729

performance		
Flat reporting structure in Turkana County Government is encouraged as it influences improved performance	3.91	1.070
Aggregate Score	3.76	1.269

Source: Research Data (2019)

The results in Table 4.6 indicate that the respondents strongly agreed on statement that job redesign in Turkana County Government coming along with change leads to adaptability and has influence of performance (M=4.48, SD=0.814). De wit and Meyer (2011) agree with this findings by showing that organizational structure relates to grouping duties and individuals into smaller organizations. The way labor is split within an organisation affects how strategic change will be introduced. Therefore, the structure of the organisation has a strategic and operational benefit in managing change.

The respondents agreed on statement that flat reporting structure in Turkana County Government is encouraged as it influences improved performance (M=3.91, SD=1.070). Mintzberg, Quinn & Ghosal (2009) supports this finding by noting that flexibility is actively created by successful organisations. This involves active horizon scanning, resource buffers being created, champions being developed and positioned, and decision lines being shortened. In order to guarantee their existence, companies need to be innovative.

The respondents indicated to a lower extent that bureaucratic practices in Turkana County Government have a negative influence on performance and are highly discouraged (M=3.37, SD=1.466) and that job enrichment in Turkana County Government leads to influence of performance (M=3.29, SD=1.729). Huczynski and Buchanan (2010) indicated that a strategic imperative is organizational change. To survive, organizations must be able to react quickly to

external modifications, and the needed inner reorganization is likely to be strategic or mould break.

The average mean score of 3.76 indicates that it was strongly agreed that organizational structure influenced Turkana County Government performance to a very large with standard deviation of 1.269. Mintzberg, Quinn and Ghosal (2009) noted that flexibility is actively created by successful organisations. This involves active horizon scanning, resource buffers being created, champions being developed and positioned, and decision lines being shortened. In order to guarantee their existence, companies need to be innovative

The respondents further found that most of the respondents indicated that organizational culture influenced Turkana County Government performance to a very large extent at 38.9%, 32.2% to a great extent, 24.6% average extent, 3.4% low extent and 0.1% very low extent as shown in Figure 4.5.

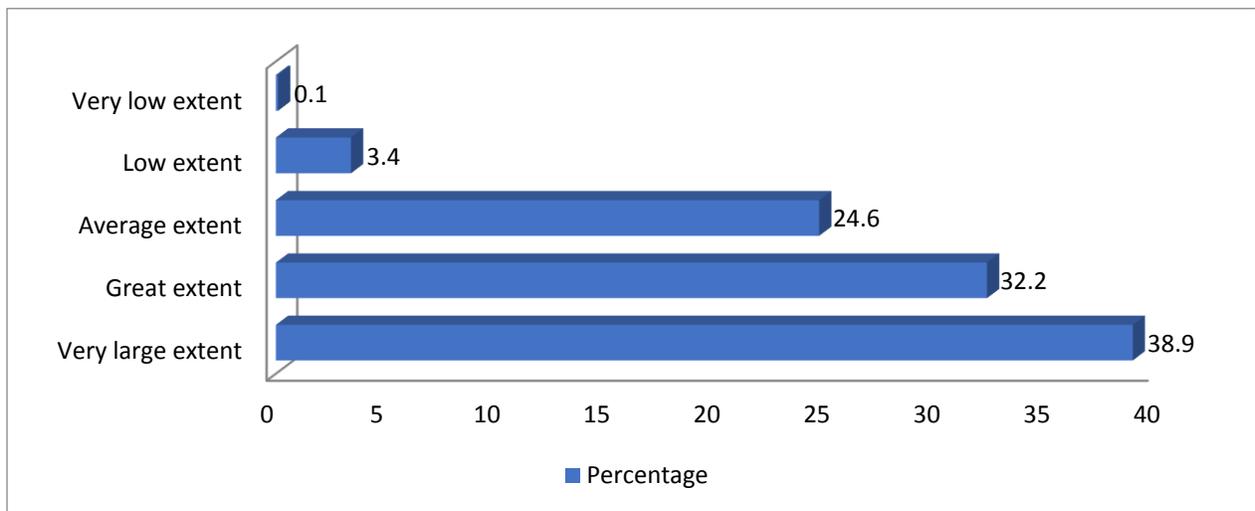


Figure 4.5: Influence of organizational structure on performance

Source: Research Data (2019)

4.4.4 Technology

The study sought to find out from a list of statements describing technology and its relationship with performance the extent to which the respondents agreed. Table 4.7 presents the results.

Table 4.7: Technology

	M	SD
Automation being introduced to Turkana County Government has had a positive influence on performance	4.53	0.686
Network systems in Turkana County Government have increased productivity leading to improved performance	4.49	0.651
ICT based job designs in Turkana County Government has lead to improvement of the performance	4.01	1.213
The growth of ICT in Turkana County Government has lead to e-commerce which inevitably increases performance	3.98	0.292
Aggregate Score	4.25	0.711

Source: Research Data (2019)

The results in Table 4.7 indicate that the respondents strongly agreed on statement that Automation being introduced to Turkana County Government has had a positive influence on performance (M=4.48, SD=0.814) and that network systems in Turkana County Government have increased productivity leading to improved performance (M=4.49, SD=0.651). This is supported by Zyclidopoulos (2009) who observe that technological change relates to the evolution of the technology of an organization over time. Overall, the literature has recognized two kinds of technological change: constant or incremental change and discontinuous or breakthrough change.

The respondents agreed on the statement that ICT based job designs in Turkana County Government has lead to improvement of the performance (M=4.01, SD=1.213) and that the

growth of ICT in Turkana County Government has led to e-commerce which inevitably increases performance ($M=3.98$, $SD=0.292$). According to McNurlin and Sprague (2013), argue that future organisations will be more virtual than physical as staff becomes components of virtual teams linked by networks. A virtual workforce may become less employee-centered and more work-centered as staff embraces the thinking of working on projects that inspire the employee technically.

The average mean score of 4.25 indicates that it was strongly agreed that technology influenced Turkana County Government performance to a very large with standard deviation of 0.711. Abbott and Banerji (2010) observed that environmental change has compelled most companies to create vibrant systems-based approaches that can adapt to the evolving external setting. Similarly, Rogers (1995) affirms that some innovations are tightly interlinked and, therefore, a powerful correlation exists between the subject's prior experience with specific instruments and the subsequent use of other application.

The respondents further found that most of the respondents indicated that technology influenced Turkana County Government performance to a very large extent at 52.5%, 34.7% to a great extent, 9.3% average extent and 1.7% low extent and very low extent respectively as shown in Figure 4.6.

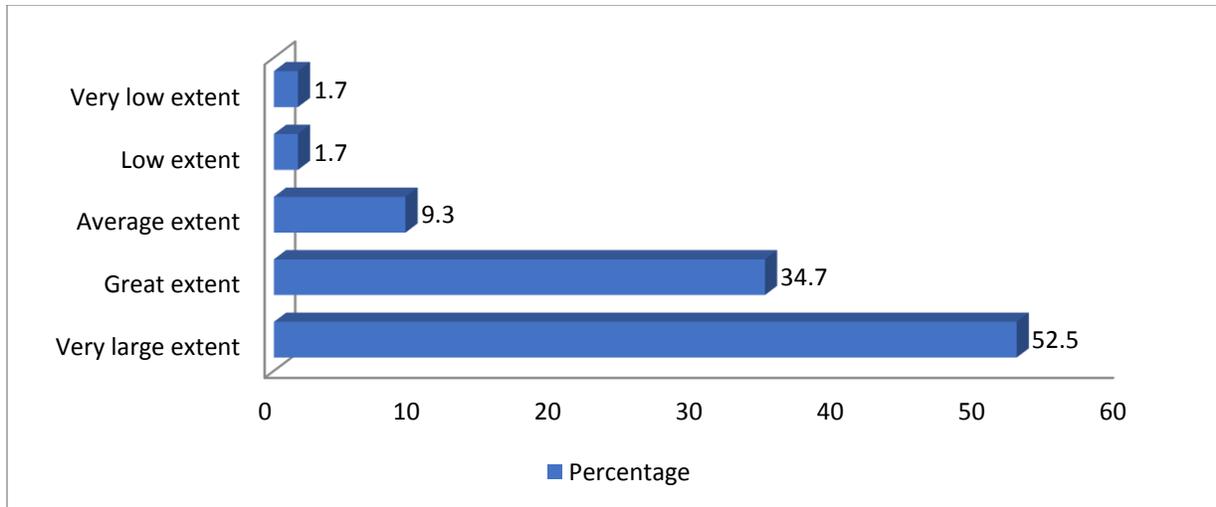


Figure 4.6: Influence of technology on performance

Source: Research Data (2019)

4.4.5 Performance

The study sought to find out from a list of statements describing performance of Turkana County due to strategic change management the extent to which the respondents agreed. Table 4.8 presents the results.

Table 4.8: Performance

	M	SD
Automation being introduced to Turkana County Government has had a positive influence on performance	4.53	1.130
Network systems in Turkana County Government have increased productivity leading to improved performance	4.79	0.738
ICT based job designs in Turkana County Government has lead to improvement of the performance	4.06	1.696
The growth of ICT in Turkana County Government has lead to e-commerce which inevitably increases performance	4.70	0.559
Aggregate Score	4.52	1.031

Source: Research Data (2019)

The results in Table 4.8 indicate that the respondents strongly agreed on statement that network systems in Turkana County Government have increased productivity leading to improved performance (M=4.79, SD=0.738) and the growth of ICT in Turkana County Government has lead to e-commerce which inevitably increases performance (M=4.70, SD=0.559) and that automation being introduced to Turkana County Government has had a positive influence on performance (M=4.53, SD=1.130). Branson (2011) indicates that strategic change is concerned with broad, long-term and organizational change-related problems. It is about shifting to a future state usually identified in terms of strategic vision and scope.

The respondents agreed on the statement that ICT based job designs in Turkana County Government has lead to improvement of the performance (M=4.06, SD=1.696). Dauda and Akingbade (2011) describe technology as a method or complex of methods used in expected way to change content. The author also considers technology as being made up of variables linked to applied expertise and machine used in the manufacture of products and services that affect the organization's company.

The average mean score of 4.52 indicates that it was strongly agreed that strategic change management influenced Turkana County Government performance to a very large with standard deviation of 1.031. According to Armstrong (2009) strategic change management is the technique of handling change in a structured, thoughtful way to attain organizational objectives, objectives, and duties. Change is required if organizations are to continue to thrive, meet and surpass the competition of industry rivals.

4.5 Regression Analysis

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.558 ^a	.628	.597	.773	.128	4.142	4	113	.001

Source: Research Data (2019)

The results in Table 4.9 show that 0.597(59.7%) as the value of adjusted R square showing the extent to which performance of Turkana County is determined by the independent variables studied which include employee training, organizational culture, organizational structure and technology. Therefore, the remaining percentage (40.3%) should be studied to determine how other strategic change management factors influence the performance of Turkana County.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.907	4	2.477	4.142	.001 ^a
	Residual	67.560	113	.598		
	Total	77.466	117			

Source: Research Data (2019)

The value 0.001^a shows the significance level is less than 0.05 showing a statistical significance of the model on how independent variables studied influenced the performance of Turkana County in Kenya. The F calculated value (4.142) is greater than the value of F tabulated (2.477) at 5% significance level confirming the significance of the model.

Table 4.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.581	.698		4.273	.001
Employee training	0.659	.164	4.045	1.360	.000
Organizational culture	0.749	.226	2.215	1.543	.002
Organizational structure	0.699	.091	1.369	2.192	.001
Technology	0.580	.086	3.324	2.081	.003

Source: Research Data (2019)

The findings in Table 4.11 revealed that holding independent variables constant (Employee training, organizational culture, organizational structure and technology) to a constant zero, the performance of County would be at 0.581 factor, a unit increase in employee training would lead to a unit increase in the performance of Turkana County by a factor of 0.659, a unit increase in organizational culture would lead to a unit increase in the performance of County by factor of 0.659, a unit increase in organizational structure would lead to a unit increase in the performance of Turkana County by a factor of 0.699 and a unit increase in technology would lead to a unit increase in the performance of Turkana County by a factor of 0.580.

The results in Table 4.11 further indicate that organizational culture had the highest influence on performance of Turkana County as shown by a factor 0.749 followed by the organizational structure with a factor of 0.699, employee training with a factor of 0.659 and technology with a factor of 0.580. The established regression equation was as follows;

$$Y = 0.581 + 0.659X_1 + 0.749X_2 + 0.699X_3 + 0.580X_4 + \varepsilon$$

Where, Y= Performance

X₁= Employee training

X₂ = Organizational Culture

X₃ = Organization Structure

X₄ = Technology

The study established that employee training had a positive and significant influence on organizational performance as indicated by beta value ($\beta= 4.045$, $p < 0.05$). This is in agreement with Shaw (2011) who suggests that staff training is one of the essential instruments that helps improve efficient organizational performance while at the same moment helping to foster the organization's stability index.

The study revealed that organizational culture had a positive and significant influence on organizational performance as indicated by beta value ($\beta= 2.215$, $p < 0.05$). This is supported by Virginia (2010) who notes that powerful culture has approximately been seen as a driving power for improving employee productivity as well as enhancing employee self-possession, engagement, reducing work stress and improving employee ethical behavior.

The study found that organizational structure had a positive and significant influence on organizational performance as indicated by beta value ($\beta= 1.369$, $p < 0.05$). This is in line with Barney and Griffin (2012) who observe that the structure of organization is the technique of dividing, organizing and harmonizing organizational operations.

The study found that technology had a positive and significant influence on organizational performance as indicated by beta value ($\beta= 2.081$, $p < 0.05$). This agrees with Dauda and Akingbade (2011) study that describe technology as a method or complex of methods used in expected way to change content.

4.6 Results of Qualitative Analysis

The respondents were asked to indicate how employee training influences organizational performance and indicated that a well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. Training reduces the need for detailed and constant supervision. A good training programme will mould employees' attitude to achieve support for organisational activities and to obtain greater cooperation and loyalty.

The respondents were asked to indicate how organizational culture influences organizational performance and indicated that a strong organizational culture helps the organization keep best employees. This is because a workplace culture focused on people has profound appeal. It helps improve engagement, deliver a unique employee experience, and makes the employees feel more connected. An organizational culture encourages employees to form a strong connection with their peers, organization and their role, enhancing their work experience and increasing their engagement.

The respondents were asked to indicate how organizational structure influences organizational performance and indicated that a strong organizational structure is better able to prepare qualified employees for management. When the organization operates under a strong structure, a comprehensive management training plan is easier to create and execute to help maintain a strong managerial core. Organizing business functions into departments ensures business operations are completed and effective and efficient manner. Organizational structures can be designed to promote the flow of information from frontline operations to managers responsible for making business decisions.

The respondents were asked to indicate how technology influences organizational performance and indicated that technology makes works easier, technology has been a key player in enhancing creativity in the present time. It has therefore been found central to how employees think outside the vicinity of the box and develop new innovations at their different workplaces. Through technology, an increased level of coordination at work can be achieved. The organization is able to achieve a high level of consistency and uniformness in services and products. Using technologies which substitute for human resources have greatly helped to bring down the cost of production in many organizations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations for policy and practice and recommendations for further studies.

5.2 Summary

The study evaluated how strategic change management influences the performance of Turkana County Government specifically examining the influence of employee training, organizational culture, organization structure and technology on performance. This study employed a descriptive research design. Data was collected using questionnaires from executive committee members, county chief officers, county directors, county administrators and county officers and analysed using descriptive statistics and regression analysis. The summary of findings is presented as follows;

The study aimed at examining the influence of employee training on the Turkana County Government performance and found that employee training positively and significantly influenced performance. It was examined that in-house training of employees in Turkana County Government increases their efficiency and enhances performance ($M=4.42$, $SD=1.147$) and that external training programs for employees enhances performance in Turkana County Government ($M=4.30$, $SD=0.589$).

The study focused on identifying how organizational culture influences Turkana County Government performance and established that organizational culture positively and significantly influenced performance. It was revealed that the culture of teamwork enhances the performance of Turkana County Government ($M=4.63$, $SD=0.503$), information sharing is important as it

contributes to improved performance in Turkana County Government (M=4.55, SD=0.548) and that employees being involved in decision making leads to improved performance in Turkana County Government (M=4.51, SD=0.624).

The study assessed the influence of organization structure on Turkana County Government performance and examined that organizational structure positively and significantly influenced performance. The study found that job redesign in Turkana County Government coming along with change leads to adaptability and has influence of performance (M=4.48, SD=0.814) and that flat reporting structure in Turkana County Government is encouraged as it influences improved performance (M=3.91, SD=1.070).

The study aimed at evaluating how technology affects Turkana County Government performance and examined that technology positively and significantly influenced performance. The study revealed that that Automation being introduced to Turkana County Government has had a positive influence on performance (M=4.48, SD=0.814) and that network systems in Turkana County Government have increased productivity leading to improved performance (M=4.49, SD=0.651).

5.3 Conclusion

The study concludes on employee training that training improves workers' abilities in performing a particular job. Generally an improvement in skills helps to increase both production quantity and output value. The best available working strategies can be streamlined and made available to all workers with the aid of training. Standardization would make the rule of high performance, not the exception. Unless proper training is given to the staff, the supervisory burden will be minimized. Training does not remove the need for monitoring, but it reduces the need for thorough and continuous monitoring.

On organizational culture, the study concludes that an organization's ideals and expectations are influenced by a strong culture. The mission, vision and values were developed and sponsored. Workers who understand the culture of their workplace have a better understanding of their priorities and are more in sync with their supervisors, fellow employees and customers ' needs. They are invested in the company and show loyalty.

On organizational structure, the study concludes that getting the right organizational structure for the situation is all about better organizational structure. The right kind of organizational structure will allow employees to interact with their superiors and with each other effectively. Each employee knows what tasks are required of them when a company has the right organizational structure and has all the resources they need to execute such tasks at their fingertips. It helps them to perform these tasks efficiently.

The study concludes that technology makes work faster when it comes to technology. In the present time, engineering has been a key player in developing innovation. Therefore, how workers think broadly and develop new ideas at their different workplaces were found to be important. The improved degree of collaboration in the workplace can also be accomplished with the help of the internet, which is a major technological resource. Technology allows the company to reach a high degree of consistency and reliability in services and products. Employees become more productive and can therefore put a lot more emphasis on maintaining a high level of productivity in order to move the county forward.

5.4 Recommendations

With regard to employee training, the study suggests that the county should create a workforce plan to ensure that recruitment is done in time to improve jobs, all workers must undergo

current-day and future-oriented training and establish career paths for people to progress in positions that will be needed in the future.

The study advises on organizational culture that culture plays a vital role in the success of an organization. Therefore, a high-performance corporate culture should be fostered by managers of human resources and other members of the human resources team. The human resource management needs to collaborate with senior management to determine what the organizational culture will look like in order for HR managers to shape culture. Strategic thinking and preparation must go beyond just achieving business goals and concentrate more closely on the workers of the County who are the most valuable assets.

The study suggests that the county should simply select the new structure on organizational structure that will allow for the most efficiency and productivity. Many departments need to split their roles, such as a department of accounting or administrative role that performs several HR functions. The county should review the current structure and examine whether its workers are aware of their exact roles, who they serve and whether they are used to their maximum potential.

Technological methods play a key role in a company's efficiency and effectiveness. Using laptops, tablets or smartphones to improve the county's performance. Using software applications or collaboration tools to keep different team members up-to-date with the progress of a project, even if they are not actively working on a particular part of the project. Consult with engineering experts to identify the best ways to protect data about business and consumers without meeting a set budget. Using software programs explicitly designed to improve the office's productivity or effectiveness.

5.5 Suggestion for Further Studies

The study evaluated how strategic change management which was conceptualized as employee training, organizational culture, organization structure on the performance of Turkana County Government. The study therefore suggest that further studies to be carried out that focus on different conceptualization of strategic change management to see how the they influence the performance of the County government.

REFERENCES

- Ali, M. R. H., & Ngui, T. (2019). The Effect of Employee Training on Organizational Performance in the building and construction sector in Kenya: A Case Study of Tile and Carpet Centre. *Global Scientific Journals (GSJ)*, 7(10), 318-332.
- Armstrong, M. (2009). *A handbook of Human Resource management Practice*. USA
- Barney, J. B. & Griffin, R. W. (2012). *The Management of Organization*, Boston: Houghton Mifflin Company.
- Benard, R. K. (2018). Information Communication Technology Considerations and Revenue Collection in Nairobi City County, Kenya. *International Journal of Social Sciences and Information Technology*, 4(10), 189 – 203
- Bourne, M., & Bourne, P. (2012). *Handbook of corporate performance management*. John Wiley & Sons.
- Branson, H. & Christopher, M. (2011). *Achieving organizational change through values alignment*. *Journal of Educational Administration*, 46(3), 123-126.
- Brown, S. W. (2015). *When Executives Speak, We Should Listen and Act Differently, in Marketing Renaissance: Opportunities and Imperatives for Improving Marketing Thought, Practice, and Infrastructure*. *Journal of Marketing*, 6(9), 1- 25
- Buckley, R. & Caple, J. (2010). *The Theory and Practice of Training*, (4thed.). Kogan Page Ltd.
- Burton, R. M. (2008). *Designing Organizations: 21st Century Approaches*. New York: Springer.
- Chege, E. S. (2016). Effects of information communication technology adoption on financial performance of financial institutions in Kenya (Master's Project, Kenya Methodist University)
- Csaszar, F. A. (2012). Organizational structure as a determinant of performance: Evidence from mutual funds. *Strategic Management Journal*, 33(6), 611-632.
- Cummings, T. G., & Worley, C. G. (2015). *Organization Development & Change*

- Dauda, D. Y. & Akingbade, W. A. (2011). *Technological change and employee performance in selected manufacturing industry in Lagos state of Nigeria*. Australian Journal of Business and Management Research, 12(3), 115-127.
- Day, G. S. (2014). *The Capabilities of Market-Driven Organizations*. Journal of Marketing, 5(8), 37 – 52
- Drucker, P. F. (2007). *The practice of management*. Amsterdam
- Gathoni, R. A. (2016). *Effect of Strategic Change Management on Organizational Performance in Public Universities in Kenya*. Strategic Journal of Business & Change Management, 3(4), 214 - 223
- George, J. M., & Jones, G. R. (2017). *Understanding and Managing Organizational Behavior*(5th ed).New York: Pearson Education, Inc.
- Johnson, G. & Scholes, K. E. (2012). *Exploring Corporate Strategy*, 6thEdition, Europe: Prentice Hall.
- Jones, G. R. (2014). *Organization Theory, Design, and Change*. New York: Addison-Wesley Publishing Company
- Kamaamia, A. T. (2016). *The Effect of Organizational Culture on Organizational Performance: A Case of Kenya School of Monetary Studies (KSMS)* (Doctoral dissertation, United States International University-Africa).
- Kamzi, A. (2013). *Business Policy and strategic Management*, New Delhi: Tata McGraw-Hill publishing Company Limited.
- Karimi, S., & Nejad, A. H. R. (2018). *The effect of organizational training on job satisfaction and individual performance of Ahwaz oil company employees*. Revista Publicando, 5 (15), 385-401
- Kelman, I. (2012). *Disaster Diplomacy*. Milton Park, Abingdon, Oxon. [England: Routledge
- Kotler, J., & Schlesinger, L. (2015). *Choosing strategies for change*. Harvard Business Review,120-140.

- Kotter, J. P. (1996). *Leading Change*. Boston, Mass: Harvard Business School Press.
- Lewi, K. (1947): *Frontiers in Group Dynamics: Journals*
- Liao, C., Chuang, S. H., & To, P. L. (2011). *How knowledge management mediates the relationship between environment and organizational structure*. Journal of business research, 64(7), 728-736.
- Markiewicz, P. (2015). *Change Management in the Strategy Implementation Process*. Intellectual Economics, 5(2), 257 - 267.
- Mbah, P. C. Chioke, E., & Ebele, C. O. (2018). Effect of organizational structure on performance of manufacturing firms in South East Nigeria. *GE-International Journal of Management Research*, 3(12). 164 - 184
- Mulwa, J. M. (2015). *Factors influencing adoption of ICT in service delivery by county governments in Kenya: a case of Kitui county* (Doctoral dissertation, University of Nairobi).
- Muogbo, U. S. (2013). *The Impact of Strategic Management on Organizational Growth and Development: A Study of Selected Manufacturing Firms in Anambra State*. IOSR Journal of Business and Management, 7(1), 24-32
- Ng'eno, S. C. E. (2012). *Strategic Change Management Practices and Organization Performance at the Kenya Commercial Bank*. Master's in Business Administration, School of Business, University of Nairobi
- Nyamu, F. M. (2014). *Strategic Change Management Practices And Challenges At Kenya National Audit Office* (Doctoral Dissertation, School Of Business, University Of Nairobi).
- Ogbo, A. I., Chibueze, N. F., Christopher, O. C., & Anthony, I. A. (2015). Impact of Structure on Organizational Performance of selected Technical and Service Firms in Nigeria. *Corporate Ownership & Control*, 13(1), 1278 - 1284.

- Saffold, G. S. (2016). *Culture traits, strength, and organizational performance: Moving beyond "strong" culture*. *Academy of management review*, 13(4), 546-558.
- Schein, E. H. (2010). *Organizational culture*. *American Psychologist*, 43 (2), 109-119
- Sengottuvel, A., & Aktharsha, S. U. (2016). The Influence of Organizational Culture on Organizational Performance in Information Technology Sector. *IOSR Journal of Business and Management (IOSR-JBM)*, 1(10), 56 – 64
- Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary journal of contemporary research in business*, 3(9), 975-985
- Shaw, K. (2011). *Turnover rates and organizational performance: Review, critique, and researchagenda*. *Organizational Psychology Review*, 1(3), 187 - 213.
- Short J. C., & Palmer, T. B. (2016). *Organizational Performance referents: An empirical examination of the content and influences*. *Organizational Behavior and Human Decision Processes*, 1(2), 209-224
- Vakola, M, Tsaousis, S. & Nikolaou, I. (2004). *The Role of Emotional Intelligence and Personality Variables on Attitudes Toward Organizational Change*. *Journal of Managerial Psychology*, 19, 88-110
- Virgina D. (2010). *Handbook of Research on multi-agent system: semantics and Dynamics of organization models*. www.sofina-sa.com/viewpage.php?
- Weick, K. E. (2017). Organisational Culture as a Source of High Reliability. *Carlifornia Management Review*, 29, 112-117.
- Zorn, T., Page, D. & Cheney, G. (2010). *Nuts about change: Multiple perspectives on change-oriented communication in a public sector organization*. *Management Communication Quarterly*, 13(4), 515-566.

APPENDICES

Appendix I: Introductory Letter

Ekeru Emmanuelah Lomoro,

P.O Box 133 - 30500,

Lodwar, Kenya.

Phone Number: 0710 913 327.

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN MY ACADEMIC RESEARCH

I am a student at Kenyatta University pursuing a degree in Master of Business Administration - Strategic Management Option. As part of the pre-requisite of my course work, I am required to submit a research project. In this regard I am undertaking research on “Strategic Change Management and Performance of Turkana County Government, Kenya”

Therefore, I kindly ask you to assist me by responding to the attached questionnaire. The information provided will be used exclusively for academic purpose. I assure you that the information you will provide will be treated in strict confidence. A copy of the final paper will be availed to you upon request. Your assistance will be highly appreciated.

Yours Faithfully,

Ekeru Emmanuelah

Appendix II: Questionnaire

Dear Respondent,

I am an MBA (Strategic Management) student from Kenyatta University conducting a research on “**Strategic Change Management and Performance of Turkana County Government**”.

The data collected will be used purely for academic purposes.

Kindly tick (✓) as appropriate

SECTION A: BACKGROUND INFORMATION

Kindly tick (✓) as appropriate

1. Please indicate your gender

Male

Female

2. Please indicate your age

Under 25

26-35

36-45

46-55

Over 56

3. Highest level of education

Certificate

Diploma

Bachelor's degree

Post graduate degree-Master or PhD

Others _____ (specify)

4. How many years have you worked for the organization?

1-5

6-10

11-20

21-30

Over 30

5. What does is your position in the organization?

County Executive Commissioner

County Chief Officer

County Director

County Administrator

County Officer

SECTION B: Employee Training and Performance

6. The below statements describe employee training and its relationship with performance. To what extent do you agree/disagree with them in the context of Turkana County Government?

Tick (✓) the appropriate column

(1) Strongly disagree (2) Disagree (3) moderately agree (4) Agree (5) Strongly Agree

. No.	Statement	1	2	3	4	5
A.	In-house training of employees in Turkana County Government increases their efficiency and enhances performance	1	2	3	4	5
B.	Updating employee skills and knowledge through training leads to better performance in Turkana County Government	1	2	3	4	5
C.	Eternal training programs for employees enhances performance in Turkana County Government	1	2	3	4	5
D.	Trained employees perform better than untrained employees in Turkana County Government	1	2	3	4	5

7. In your opinion, do you think that employee training has an effect on the performance of Turkana County Government?

If yes, explain how

.....

.....

.....

8. To what extent does employee training affect the performance of Turkana County Government?

Tick (✓) the appropriate column

Very great extent	Great extent	Average extent	Low extent	Verly low extent

SECTION C: Organizational Culture and Performance

9. The statements below describe organizational culture and its relationship with performance.

To what extent do you agree/disagree with them in the context of Turkana County Government?

Tick (✓) the appropriate column

(1) Strongly disagree (2) Disagree (3) moderately agree (4) Agree (5) Strongly Agree

. No.	Statement	1	2	3	4	5
A.	Information sharing is important as it contributes to improved performance in Turkana County Government	1	2	3	4	5
B.	Employees being involved in decision making leads to improved performance in Turkana County Government	1	2	3	4	5
C.	The culture of teamwork enhances the performance of Turkana County Government	1	2	3	4	5
D.	The management in Turkana County Government being committed to employee empowerment has a positive influence on performance	1	2	3	4	5

10. In your opinion, do you think that organization culture has an effect on the performance of Turkana County Government?

If yes, explain how

.....

.....

.....

11. To what extent does organization culture affect the performance of Turkana County Government?

Tick (✓) the appropriate column

Very great extent	Great extent	Average extent	Low extent	Verly low extent

SECTION D: Organization Structure and Performance

12. The below statements describe organization structure and its relationship with performance.

To what extent do you agree/disagree with them in the context of Turkana County Government?

Tick (✓) the appropriate column

(1)Strongly disagree (2) Disagree (3) moderately agree (4) Agree (5) Strongly Agree

. No.	Statement	1	2	3	4	5
A.	Bureaucratic practices in Turkana County Government have a negative influence on performance and are highly discouraged	1	2	3	4	5
B.	Job redesign in Turkana County Government coming along with change leads to adaptability and has influence of performance	1	2	3	4	5
C.	Job enrichment in Turkana County Government leads to influence of performance	1	2	3	4	5
D.	Flat reporting structure in Turkana County Government is encouraged as it influences improved performance	1	2	3	4	5

13. In your opinion, do you think that organization structure has an effect on the performance of Turkana County Government?

If yes, explain how

.....

.....

.....

14. To what extent does organization structure affect the performance of Turkana County Government?

Tick (✓) the appropriate column

Very great extent	Great extent	Average extent	Low extent	Verly low extent

SECTION E: Technology and Performance

15. The below statements describe technology and its relationship with firm performance. To what extent do you agree/disagree with them in the context of Turkana County Government?

Tick (✓) the appropriate column

(1)Strongly disagree (2) Disagree (3) moderately agree (4) Agree (5) Strongly Agree

. No.	Statement	1	2	3	4	5
A.	Automation being introduced to Turkana County Government has had a positive influence on performance	1	2	3	4	5
B.	Network systems in Turkana County Government have increased productivity leading to improved performance	1	2	3	4	5
C.	ICT based job designs in Turkana County Government has lead to improvement of the performance	1	2	3	4	5
D.	The growth of ICT in Turkana County Government has lead to e-commerce which inevitably increases performance	1	2	3	4	5

16. In your opinion, do you think that technology has an effect on the performance of Turkana County Government?

If yes, explain how

.....

.....

.....

17. To what extent does technology affect the performance of Turkana County Government?

Tick (✓) the appropriate column

Very great extent	Great extent	Average extent	Low extent	Verly low extent

SECTION F: Performance

18. The below are statements that describe strategic change management and their effect on firm performance. To what extent do you agree/disagree with them in the context of Turkana County Government?

Tick (✓) the appropriate column

(1) Strongly disagree (2) Disagree (3) moderately agree (4) Agree (5) Strongly Agree

. No.	Statement	1	2	3	4	5
A.	Managing changes as they come increases the speed of service delivery in Turkana County Government	1	2	3	4	5
B.	Managing changes increases the output of employees in Turkana County Government	1	2	3	4	5
C.	Change management improves customer feedback on services offered in Turkana County Government	1	2	3	4	5
D.	Change management increases employee attitude towards their duties in Turkana County Government	1	2	3	4	5

THANK YOU FOR YOUR TIME