

**CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF THE  
COUNTY GOVERNMENT OF BUSIA**

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UNIVERSITY**

**NOVEMBER, 2022**

## DECLARATION

I declare that this project is my original work, and that it has never been forwarded to any other university for consideration for any other award.

Signature\_\_\_\_\_Date\_\_\_\_\_

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This study project has been forwarded for review with my authorization as the officially authorized University Supervisor.

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## **DEDICATION**

This research project is dedicated to my spouse, my pillar, my support, my best friend; words cannot express my gratitude for all she has done for me. May the Almighty God richly bless her and provide her a long life to enjoy the results of her investment in me. Thank you so much, sweetie. Thank you for your patience and support during my studies, as well as being the occasional study companion.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CIDP</b>	County Integrated Development Plan
<b>GoK</b>	Government of Kenya
<b>ICT</b>	Information Communication Technology
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KPI</b>	Key Performance Indicators
<b>SPSS</b>	Statistical Package for Social Science
<b>ToC</b>	Theory of Change
<b>TSC</b>	Teachers Service Commission

## OPERATIONAL DEFINITION OF TERMS

<b>Change leadership</b>	The leadership style engaged by organizational management in embracing, instilling and financing change initiatives
<b>Communication</b>	The mode, means, channels and frequency of correspondence among employees and from management on change and performance management
<b>Organizational culture</b>	The organizational structure, attitude, tradition, modes operandi and policies that govern, support and advocate for change
<b>Organizational Performance</b>	The holistic level of organizational service delivery quality, employee output and system efficiency
<b>Stakeholder engagement</b>	The degree to which all interested parties to change are included in the planning, implementation and reporting of change in an organization

## ABSTRACT

The market of the world is a competitive place that is full of commotion where both quality and innovation play very important duty in the surviving of the companies. Organizations have to continuously enhance their processes and produce yields that are appealing to those who purchase. The global industry has many players with markets that are limited around the world. The trends of the clients are changing demanding the producers to be cautious of what to produce and at what time are they supposed to produce. The County Government of Busia is not an exception. Change if not managed all round, it may not affect the overall management of the organization, but it has negative effects on the structure cohesiveness, employee certainty and focus. The study sought to establish the effect of change management practices on performance of the County government of Busia. The study specific objectives was to establish the effect of communication, change leadership, stakeholder engagement and organizational culture on the performance of the county government of Busia. This study was based on the learning organizational model, theory of change and Kurt Lewins Three Stage Model of Change. This study employed the descriptive research design and a population of 175 respondents who are the management staff at both the Executive and County Assembly arms. A census was adopted. The study relied on qualitative and quantitative data that was collected using semi-structured questionnaires. The acquired data was evaluated using SPSS and given in the form of percentages, frequencies, standard deviations, and means using both descriptive and inferential statistics. The study established that communication, change leadership, stakeholder engagement and communication had a positive and significant effect on the performance of the County Government of Busia. The study concluded that effective communication in the workplace is an integral part of an efficient and successful business. Change leadership is a style of management that emphasizes the importance of improvement and adaptability in an organization. Engaging with stakeholder provides different perspectives, opportunities for learning and potentially changing the approach to ensure it fits the needs of stakeholders. When an organization has strong values, beliefs, and practices in place, it will show in an employee's work ethic and in their attitude towards the company. The study recommended that the County management should make sure that they clearly communicate the vision, the mission, and the objectives of the change management effort. The County management should trigger change by creating powerful visions of opportunities for improvement that excite employees and other stakeholders. The County management should identify and prioritise key stakeholders to focus its energy and engagement efforts on the individuals with the biggest impact. The County should foster an environment of accountability, from managers down to individual employees, discuss with teams what matters most to them, institute better practices based on feedback and continue to assess its culture

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

In today's quickly changing business world, an organization's distinctive competitive edge appears to be its capacity to embrace and adapt to change (Cook, 2015). Change is a constant in both public and private sector companies. Historically, public-sector firms were not subject to competition or market forces, and hence had little motivation to adapt their business practices. This has since altered as competition in the public sector has increased and administrative public responsibilities have become more complicated. Many public sector organizations have embarked on different reform programs in response to government and public expectations of specific levels of performance, as well as a desire to increase effectiveness and efficiency. Changes are made to increase efficiency or to respond to external changes (Goetsch & Davis, 2014).

Globally, when changes are made in any firm fundamental functional part, this is when strategic change is seen. In today's highly competitive business world, a firm's competitive edge is determined by the strategic changes that it undergoes. Most strategic changes specialists believe that change is an everyday occurrence in a firm; that such obsession is nowhere as the status quo in a firm that is trying to stay afloat (Doppelt, 2017). Strategic change is determined by a company's trends, environmental conditions, and many alterations in global, social, and political aspects. This shift may occur as a result of shareholder expectations. It cannot be based on proactive and strategic thinking, or on a procedure that is reactive to a controversy within or outside

of a company. This may include fulfilling the changing that is needed at the market place, risk reduction, environment sensitivity, quality improvement, raising the satisfaction and staff retention (Stark, 2015).

The County Government of Busia is not an exception. Change if not managed all round, it may not affect the overall management of the organization, but it has negative effects on the structure cohesiveness, employee certainty and focus. Those that are involved in making decision in the organization experience changes that can turn to specific change administration methodologies that are custom fitted to improve exhibitions and inspire representative's adaptiveness in the firm. The change curve hypothesis proposes reasons for these upsets can be either inward or outer thus the need to detail suitable arrangements to manage all components existing inside and outside the firm. It helps people to comprehend how to respond to the progressions brought about by change (Chang, 2016).

### **1.1.1 Change Management Practices**

Change management, according to Situma (2012), is the transformation of organizations in order to preserve and increase their performance via the purposeful, conscious application of strategies to meet the current conditions and preferences. This is done in order to establish and succeed in achieving organizational goals that are aligned with the demands of the organization's consumers. Change, according to Burnes (2004) and many other scholars, is a constant throughout organizational life, both operationally and strategically. Due to its significance, change management is becoming increasingly crucial, necessitating proper management skills and strategy.

Change management strategies are a recurring issue that academics, consultants, and practitioners have investigated owing to frequent and unpredictable changes, as well as increased rivalry between enterprises. It is a way that practitioners must understand and alter in order to achieve the greatest possible fit between business objectives and strategies. Thus, change management's overarching themes include the amalgamation of all institutional operations, adherence to broad corporate goals, and adaptation to external contexts.

### **1.1.2 Organizational Performance**

The effectiveness with which an organization achieves its aims and objectives is measured by its performance. Performance measurement is a key component of performance management that comprises acquiring, assessing, and reporting data (Schechner, 2017). According to Katzenbach and Smith (2015), performance measurement is a continual process that involves comparing performance to pre-determined standards. The actual performance may then be compared to the pre-determined standards by the organizational administration. Performance measurement supports performance management by allowing managers and seniors to assess organizational and individual performance on a regular basis and take corrective action when deviations emerge. According to LHCb (2015), performance measurement enables essential reconciliations and guides recommended remedial action by allowing the comparison of actual performance levels to the given standards. As a result, a solid performance measurement system enhances not just a corporate entity's performance, but also its productivity by lowering expenses and other risks. A solid performance assessment system may go a long way toward

aligning corporate operations with the organizational strategic plan, ensuring survival for future generations.

Business entities rely on a variety of performance measures to evaluate their success. The metrics are roughly classed as financial and non-financial measurements, although all attempt to evaluate the achievement of business objectives (Jeon, Noh, Kim, Yang, Ryu & Seok, 2014). Financial metrics or measurements of corporate success are based on monetary variables. Financial ratios such as profitability, solvency, liquidity, and efficiency ratios are examples of these. A successful corporation may utilize information about its past and present trends, as well as knowledge of alternative approaches, to make decisions that benefit the firm the greatest (Rabah, 2015).

The County Government of Busia measures performance through comparisons with the set standards. The level of performance can be established using a number of factors referred to as Key Performance Indicators (KPIs) which are compared with set targets. According to Birisha (2015), institutions play a very important part of our everyday lives and consequently progressive institutions represent a very important ingredient for developing countries. Numerous economists view progressive institutions as a key driver in determining socio-political and economic advancements.

### **1.1.3 The County Government of Busia**

Busia County Government is one of the 47 County Governments formed through the 2010 Constitution of Kenya and the County Governments Act, 2012. It has its headquarters in Busia Town. According to the KNBS (2013), the county

encompasses around 1695 km<sup>2</sup> and is located in western Kenya, bordering Siaya to the south west, Bungoma County to the north, Kakamega County to the east, Lake Victoria to the south east, and the Republic of Uganda to the west. It is located between 0° and 0° 45 North latitude and 34° 25 East longitude. Busia County is split into seven administrative sub-counties, according to Busia CIDP 2018-2022 (2018): Samia, Bunyala, Butula, Matayos, Nambale, Teso North, and Teso South.

Busia County's population was expected to be 743,946 in 2009, with females accounting for 387,824 (52.13 percent) and men accounting for 356,122 (47.87 percent). By the year 2020, the population is expected to reach 899,525 people (437,291 males and 462,064 females). Political and bureaucratic entities of Busia County are the county's management and decision-making institutions that are employed in dealing with socioeconomic development concerns impacting the county's inhabitants (Busia County CIDP 2018-2022).

## **1.2 Statement of the Problem**

The market of the world is a competitive place that is full of commotion where both quality and innovation play very important duty in the surviving of the companies (Cook, 2017). Organizations have to continuously enhance their processes and produce yields that are appealing to those who purchase. The global industry has many players with markets that are limited around the world. The trends of the clients are changing demanding the producers to be cautious of what to produce and at what time are they supposed to produce. Goetsch and Davis (2014) discovered that Chinese companies insist on scheduling and control of the maintenance of machines.

Wachira (2015) explored the impact of Change Management Practices on TSC Performance. The study's goal was to determine the impact of change management strategies on the functioning of the Teachers Service Commission of Kenya (TSC). The study found that communication had a good impact on TSC performance, came into a conclusion that communication had a major impact on TSC performance, and advised that TSC implement enhanced communication mechanisms within its structures to improve communication and hence performance. The numerous changes are likely to alter workers' views, commitments, and attitudes regarding their obligations in the organization.

Njeru (2018) evaluated the impact of strategic resources on public health institution performance. According to the report, investing in human resources for training, team building, and improving working conditions, competitive and prompt compensation, and employee empowerment policies are critical to improving the performance of public health institutions.

Majority of the studies on change management and performance have concentrated their scope on firms in the private sector, educational institutions and majorly on financial performance. Devolution took effect in Kenya in the year 2013 and a few studies have been done on the effect of change management practices on organizational performance of county governments in Kenya. As a consequence, the goal of this research was to determine the impact of Change Management Practices on Performance of the County Government of Busia.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The overall goal of this research was to determine the impact of change management practices on the performance of the Busia County Government..

#### **1.3.2 Specific Objectives**

- i) To establish the effect of communication on performance of the County Government of Busia.
- ii) To determine the effect of change leadership on performance of the County Government of Busia.
- iii) To establish the effect of stakeholder engagement on performance of the County Government of Busia.
- iv) To establish the effect of organisational culture on performance of the County Government of Busia.

#### **1.3.3 Research Questions**

- i) What is the effect of communication on performance of the County Government of Busia?
- ii) What is the effect of change leadership on performance of the County Government of Busia?
- iii) What is the effect of stakeholder engagement on performance of the County Government of Busia?
- iv) What is the effect of organisational culture on performance of the County Government of Busia?

### **1.4 Significance of the study**

The conclusions of this study would be extremely important to senior county officials.

The study would help county leaders know and comprehend the significance of workplace change management methods. The outcomes of this study would enable the government to establish effective change management strategies that would aid in the achievement of organizational goals at county governments.

The study would also add to current information about county government change management strategies. Stakeholders and development partners would also have a better grasp of the many variables that impede the fulfillment of organizational goals in Kenya's County Governments.

### **1.5 Scope of the study**

This study was limited to establishing the effect of communication, change leadership, stakeholder engagement and organisational culture on performance of the County Government of Busia. The population of the study was the 175 management staff among the ten (10) county departments. The study used a descriptive survey study research design. The study was conducted in the year 2022.

### **1.6 Limitations of the study**

The study relied on primary data, which was gathered via questionnaires. The main problem that the researcher foresees is that respondents may be unwilling to readily give company information. To address this constraint, the researcher ensured respondents that any information gathered would be utilized solely for educational reasons. Respondents are also anticipated to be preoccupied with their everyday activities during data collecting. As a result, data collection would be impossible in a single day. To address this constraint, questionnaires were distributed to respondents using a drop and pick approach. This guaranteed that respondents have had enough time to respond to the surveys.

## **1.7 Organization of the Study**

This study project is subdivided into five chapters. The first chapter provides context for the research. It summarizes the study's aims, significance, limits, and scope. The second chapter covers both theoretical and empirical directions that govern the investigation. It also concludes with the creation of a conceptual framework that provides a diagrammatic explanation of the postulated links. The third chapter describes the research technique, as well as crucial instruments and statistical processes to be used in the researcher's project. It goes into the study design, target population, sample design, data analysis and presentation processes, and so on. Chapter four gives the research findings and discussions. Chapter five gives the summary of findings, conclusions, recommendations and suggestions for further studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter entails review of related and relevant studies on change management and e-government adoption in the public sector globally, in Africa, regionally and locally. The literature comprises relevant investigations that have been undertaken elsewhere, as well as the findings of other studies, as well as arguments offered by other experts on the subject under examination in this research.

#### 2.2 Theoretical Review

This study relied on the learning organizational model, theory of change and Kurt Lewins Three Stage Model of Change as discussed below;

##### 2.2.1 Learning Organizational Model

According to this model, a learning organization considers change as a process which it needs to seek “perpetually” (Crossan, 2003). It makes use of learning, experimentation and also communication in order to react to change on the business environment constantly. It is possible to recognize a learning organization on the outside through its agility in regard to changing on how it relates to its external environment and how it operates internally. On the inside, it can be examined in terms of ethos, where it learns through challenges and also mistakes.

Although success in the environment is important to learning organizations, they are able to come up with high standard through which their initial mistakes enable them to meet the standards (Collier *et al.*, 2011). This is because, people learn out of the mistakes that lead to eventual success. When organizations repeat mistakes, it

becomes costly to them (Kim, 2009). The theory includes two key features for the learning organization and includes: how the workplace looks and how it makes one look. Change process makes an organization become more like a “learning institution” (Barnes, 2009). This is due to the fact that leaders have a number of difficult to changes as well as other employees in the organization. A major initial step in changing organizational members when it comes to change is to influence how they view organizations. This is the mental image that an individual creates about change in the organization and has an impact on how they work and this is the aspect of change process that requires to “Change” (Carnall, 2010). Therefore, this model includes the metaphors, images or the models that are in the minds of people and talk more on what they think about change. Learning organizations consist of people who have important roles, people are able to think of themselves and resist others that try to change them. The Learning Organizational model offers organizational lot of importance. This is because the model introduces to the workplace, different ways of thinking and also behaving which is different from the past (Balogun & Hailey, 2010). It can be noted that there are new demands in the environment that are based on the new ways to think.

Banwet and Pradmod (2010) state that succeeding in this change help to improve the results of a business, improving the business process as well as the way in which people work in the organization. The objective of any learning based change initiative makes use of two elements such as development of the new work process and also capacity in order to collaborate in an effective manner and also addressing major needs of the business and this helps in managing a business successfully (Siemens, 2014).

### **2.2.2 Theory of Change**

Theory of Change (ToC) is a planning, engagement, and assessment method used to reap social change within the charitable, non-profit, and authorities sectors. ToC defines long-time period dreams after which works backward to perceive important preconditions (Brest, 2010). ToC defines the causal relationships in an attempt, i.e., its short-, intermediate-, and long-time period effects, to signify the change process. The discovered adjustments are represented with the aid of using the "effects route," which illustrates every final results in logical dating to the others in addition to chronological flow. The relationships among effects are represented with the aid of using "rationales," or assertions that explain why one event is thought to be a precondition for another (Clark and Taplin, 2012).

According to Taplin *et al* (2013), the individuality of Theory of Change lies in distinguishing among supposed and real effects, in addition to encouraging stakeholders to version their favored effects earlier than selecting styles of intervention to attain the ones goals. A not unusualplace misperception concerning Theory of Change is that it's miles completely a device for making plans and assessing change. Theory of Change, on the alternative hand, is a essential idea that ensures a clean distribution of electricity dynamics. Furthermore, which will produce results, the technique need to include a various set of thoughts and human beings. According to Lyon (1992), using era in authorities has modified the person of presidency via way of means of strengthening the authorities`s electricity to manipulate human beings via way of means of increasing the capacities and competencies to reveal human beings's conduct. The machine shift that era offers to

authorities groups is the advent of a 'surveillance state,' wherein the functioning of society can be visible from a panoptic perspective.

### **2.2.3 Kurt Lewins Three Stage Model of Change**

In the early 1950s, psychologist Kurt Lewin hooked up this notion, figuring out 3 degrees of transformation: unfreeze, change, and refreeze [Nomaldine, 2012]. The unfreeze level comprises getting ready the employer to embrace the fact that change is unavoidable, which entails breaking down the present *fame quo* earlier than building a brand new manner of working with the aid of using figuring out what wishes to be modified via a survey of the employer to recognize the contemporary country and why change is required. In this strategy, the supervisor seeks robust help so as to gather vital stakeholders in an employer with the aid of using organising the want for change via the shipping of compelling message approximately why change is necessary.

Communication is enhanced to assist members in understanding and overcoming their doubts and concerns by sending compelling messages outlining why the current way of doing things cannot be sustained and, as a result, there is necessity to question prevailing beliefs, values, attitudes, and behaviors that define it [Bourda, 2013]. Following that comes the Change process, in which individuals strive to address their doubts and discover new methods to achieve things through planning and implementation. Communication on the advantages of the change and how it will have an impact on all is critical in refuting myths that might hinder the change. Employees are empowered to act through giving various chances for employee engagement as well as having line managers provide daily instruction and short-term accomplishments to reinforce the change. Individuals beginning to believe in and

behave in ways that are beneficial to the new route signal the success of this stage, while others demonstrate hostility to the shift.

The 0.33 degree is the Refreeze degree, which takes place after the anticipated change has already passed off and brought shape, and the public has endorsed the brand new approaches of functioning, requiring the want to increase balance withinside the hooked up change. This is the technique of incorporating modifications into the lifestyle with the aid of using figuring out what helps the change and what's the principle barrier to change, in addition to growing techniques to preserve the change thru supportive leadership, growing a praise system, organising comments systems, and adapting the organizational shape as needed. Assistance, training, and victory celebrations ought to be made to be had right now to assure the change`s long-time period success. Employees increase an experience of self-belief and a brand new experience of balance as they end up cushty with the brand new approaches of running and increase self-belief to embark at the next, unavoidable change [Bourda, 2013]. The degree is outstanding with the aid of using a strong organizational chart, steady process descriptions, internalized organizational lifestyle, modifications end up integrated into each day business, and personnel increase a experience of self belief and a brand new experience of balance as they end up cushty with the brand new approaches of running and increase self belief to embark at the next, unavoidable.

### **2.3 Empirical Review**

This section examines empirical data from prior research on the impact of change management approaches such as change communication, change leadership, stakeholder involvement, and organizational culture on public sector performance.

### **2.3.1 Communication and Organizational Performance**

It is critical to have a communication plan in place when making an organizational change since uncertainty maybe more unpleasant than the actual parts of the organizational change. Uncertainty about an upcoming shift and the situation it may place staffs in is typical among individuals undergoing transition (Schweiger and Walsh, 2000). As a result, informing employees about a change can assist to lessen anxiousness and ambiguity about projected consequences.

Miller, Johnson, and Grau (2004) located that alternate bulletins that had been well timed, informative, and addressed workers` worries had been much more likely to assist personnel sense prepared for alternate. Good communique allays personnel' fears, conveys a message that encourages worker self-efficacy for overall performance while the alternate is implemented, and informs personnel approximately the alternate. Furthermore, communique promotes now no longer best comprehension however additionally worker buy-in to the strategic requirement for alternate (Van Dam *et al.*, 2008).

Communicating with human beings approximately their perceptions of the alternate and assisting them in coming across a supply of private strength in the alternate motion contributes to the improvement of this notion withinside the alternate (Burnes, 2004). According to Goodman and Truss (2004), there has been little distinction among folks who acquired a variety of statistics and people who did now no longer, demonstrating that even the best-deliberate communique method can bring about personnel believing they have got now no longer acquired sufficient statistics in a well timed and suitable manner. As a result, it is vital to match the appropriate change

communication technique to the type of change. Employees assess one other's emotions in order to determine the relevance of any change signals that are sent.

Employees who were members of such networks received more information than others, according to Miller *et al.* (2004). As a result, it's far essential to evaluate the effect that networks may have in addition to the handiest methods of disseminating facts approximately a alternate. Although every enterprise and alternate is unique, it's far taken into consideration that enforcing a coordinated technique to verbal exchange layout and control can also additionally assist to keep away from luxurious errors and growth the probabilities of success. It is vital to notice that even the best-deliberate company verbal exchange method can be impacted through an organization's workforce's social character. Organizations are social networks, and other employees' perceptions and interpretations of change plans can have a big influence. Social systems exist in

Askarany and Yazdifar (2012) examined the relationship between the reception of six recommended important change administration tools and business aggressiveness in both assembling and non-fabricating associations in New Zealand, using the perspective of hierarchical change hypothesis. The findings suggest a significant link between the dispersion of these relatively new critical change administration instruments and hierarchical execution.

Ofunya (2013) investigated the association between key change practices and firm execution in a Kenyan Post bank. The investigation discovered that the critical improvements obtained by Post bank to adapt to the targeted circumstance were a

fervent pursuit of cost reductions, providing great client service, and improving operational productivity, among other things.

Mwangi (2013) investigated major change methods and implementation in large pharmaceutical enterprises in Kenya. The investigation findings revealed that organizations that were utilizing critical change methodologies were all the more keen to progress, were more willing to go out on a limb, and were more proactive than competitors.

Following the obvious importance of the capital market in financial development, one among the most contemporary reasonable studies in Nigeria (Ujunwa & Modebe, 2012) advocated for the acceptance of important change management approaches in ensuring capital market competence. The critical measures they evaluated ranged from strong control to achieving favorable macroeconomic conditions. They establish that these essential improvements not only advance the capital market's competence, but also employ the capital market's role in advancing financial growth.

### **2.3.2 Change Leadership and Organizational Performance**

Managers are one of the maximum crucial elements impacting organizational overall performance due to the fact they take part in and paintings thru decision-making procedures, and that they have a large effect at the organizational aid making plans process (Weijter *et al.*, 2009). Leadership can't be understated in any change control attempt, and it's far typically visible because the unmarried maximum essential issue in change success. The in advance an organization`s leaders take part in change inside the assignment existence cycle, the extra powerful they will be in triumphing popularity of the change from people who could be tormented by it. Change starts

offevolved on the top, and the leaders of a enterprise need to be visionaries, champions, and change position models (Dorfman and House, 2004). The environment - the organizational lifestyle and weather that an organization's leaders establish – determines whether or not change comes clean or proves tough to achieve.

According to Elkins and Keller (2003), the hyperlink among a leader`s behaviors and commercial enterprise overall performance is changed through situational variables consisting of mission traits, surroundings, and subordinates. According to Sanda (2011), a good way to attain preferred administrative center transformations, all people related to a change organisation have to be honestly informed, and their knowledge of the character of the predicted changes, in addition to the connection among management and change, have to be sought. Otherwise, any development in such transformation may be confined through undefined limitations and might even regress. Even if sizable attempt is expended on such reform, the impact may be small, with destiny fulfillment proving elusive. This means that team of workers traits can have an impact on the effectiveness of directive management practices.

Conner (2008) stated that when hiring committees assess job applicants, it is critical that they consider the applicant`s attitude toward change. By extension, understanding change leadership style is critical because it informs a leader's judgments on the work and resources committed to the facets of humanity significant change.

According to Carmazzi (2007), a a success chief must be capable of broaden approach, set up mission, encourage personnel to achieve goals, and set up company subculture. As a result, a excellent chief should be capable of use company subculture to encourage human beings and broaden leaders in any respect levels. Individual

idealists and telegenic democratic leadership who are committed to setting up an organizational subculture that perspectives regular alternate as a aggressive approach and vital enterprise pastime should provide strategic leadership. Continuous alternate is needed to optimize technological breakthroughs for an company to systemically evolve till the development that may be extracted from what is understood has been exhausted.

In a studies regarding 139 Fortune 500 businesses, Pearce II and Zahra (1991) diagnosed a positive affiliation among participatory pinnacle control and corporation income in line with share, upward push in corporation purchaser base, asset nice, and nice of service, growth in output, and growth in marketplace share. They stated that via way of means of adopting right measures at an appropriate second while techniques appear like failing to attain described goals, energies are channeled and talents to expressly support strategies that favorably boost up commercial enterprise performance.

Darwaza (2003) investigated the college`s director's capacity to make developmental judgments and execute reforms. The aim of this studies is to analyze how properly a college director in an worldwide useful resource corporation could make developmental choices and execute alternate in 4 regions applicable to the instructional elements process: the college environment, the student, the teacher, and the curriculum. To attain this aim, a questionnaire changed into used to evaluate the college's director's competency to make developmental choices withinside the Nablus region of Palestine, with (26) a random pattern of male and woman administrators selected at random (40). The examine observed that the Director's years of

understanding in college management and coaching had a first-rate affect on improvement choices and imparting the pleasant transformation.

Diefenbach (2007) investigated managerialistic ideologies in organizational change control. The aim of this have a look at is to offer mild at the factors that result in the failure of transformation tasks finished through new departments. The have a look at turned into performed at an Eastern European college and the International University among 2004 and 2005. The have a look at's key findings consist of that the achievement or failure of the change method is decided through control fashion and the way to talk the goals of change to others, in addition to the function of regulatory guidelines and beliefs in effecting change. The studies ended with some of suggestions, which include that lecturers need to cognizance at the values, ideology, organizational policies, and pursuits at the back of organizational transformation and separate it from adjustments produced through crises.

Teng Chu (2003) performed a case examine on organizational change control for Semiconductor Company. The cause of this studies is to higher apprehend the way to control groups effectively, the terrible and advantageous consequences on organizational effectiveness, inner control, helping superior era businesses in coping with adjustments in enterprise shape, and improving their aggressive part in paintings efficiency. The studies specializes in the Administrative Board's shape in addition to organizational shape and change control. This examine additionally defined the company's strategic environment, used the corresponding and suitable file assessment of the organizational shape and change the executive frame on the identical time, and tried to apprehend the evolution of the network inside the company, in addition to

recommended the formation of an administrative frame that fits organizational change and r As a result, the organizational shape is pretty complicated and need to be adjusted to healthy the paintings needs.

### **2.3.3 Stakeholder Engagement and Organizational Performance**

Managers ought to get the backing of political overseers and fundamental outside stakeholders. Political overseers and different key outside stakeholders offer a few assist for organizational transformation. The capacity of those events to impose legislative modifications and manipulate the glide of vital sources to public businesses has an effect at the final results of change efforts. Political overseers might also additionally impact the final results of deliberate change via way of means of developing and expressing a imaginative and prescient that justifies the want for change, in addition to recruiting political appointees who assist the change and feature the competence and capabilities required to manipulate the transition.

According to Golembiewski (2005), receiving help from governmental government and political actors poses widespread demanding situations because of the limitations imposed with the aid of using the political framework inside which public establishments operate. Public establishments may also have many political masters pursuing specific objectives, and politically selected executives usually have horrible relationships with profession civil servants. Despite those demanding situations, public managers who put into effect change of their companies should exhibit enjoy in garnering help from effective outside stakeholders. Other crucial outside stakeholders` help is essential to the achievement of change initiatives.

Stakeholder engagement in change management is heavily impacted by their amount of interest in the change effort and their level of authority. According to Murphy and Willmott (2010), company stakeholders with a lot of power and a lot of vested interests, including workers and shareholders, need to be tightly controlled when it comes to change projects. According to Murphy and Willmott (2010), business management must keep both high-power and low-interest stakeholders, such as customers, pleased.

According to Cecilie (2008), in order to have a high level of stakeholder participation in the change management process, five elements must be addressed. They include stakeholder early norm awareness, diversity awareness inside and across organizational units, management availability, early role clarity, and constructive conflict.

According to Morris and Baddache (2012), elements that impact stakeholders' engagement include whether the stakeholders' contribution is useful to the company. His advice, knowledge, and skills can be beneficial to the organization. Legitimacy refers to whether a stakeholder has a valid claim to be involved. Willingness to participate; whether or not the stakeholder is willing to participate in the processor. Influence; whether or not it has an impact on the process. This goes hand in hand with having a lot of power. Finally, is engagement required? Is it necessary to include the stakeholder in the process at all? Is it possible for the process to be derailed or delegitimized if the stakeholder is not involved? These elements, according to them, will decide whether or not stakeholders should be included in the transformation process. According to Gomes (2006), Mitchel (1997) proposed a framework for

identifying organizational stakeholders based on three elements: stakeholder ability to influence the company, validity of the stakeholders' link with the firm, and urgency of the stakeholder's claim on the firm.

Power is founded on control of resources, technical competency monitoring, possessing command over a corpus of information, authority derived from a legal prerogative, and access to persons who can rely on the previously mentioned power source, according to (Mintzberg 1983), as referenced in Gomes (2006). (Mitchel *et al.*, 1997), as mentioned in Gomes (2006), suggest that urgency in this setting entails temporal sensitivity and criticality.

In order to properly execute changes, a business must involve its stakeholders. To accomplish so, stakeholders must comprehend the reasons for the change as well as its advantages. They must also be given the chance to share their opinions and provide their own suggestions for how it should be implemented. Even though the change is unavoidable, stakeholders will be more inclined to cooperate and collaborate to make the change if they are included and kept informed. Approaching change in an open and collaborative manner, according to experience, aids in more efficient implementation (Jabri *et al.*, 2008).

#### **2.3.4 Organizational Culture and Organizational Performance**

Marzouk (2006) investigated the efficacy of organizational development criteria and change management in Palestinian non-governmental organizations. This research study tests the effectiveness needs of organizational growth and change management in non-governmental organizations in Gaza. The most important result of the study is that there's a strong relationship amongst the clarity of change management concepts

for employees and managers working in Palestinian NGOs and the ability of the agency to manage change. The more precise the notion, the more managers in the enterprise can manage change, and the more agencies and employees can manage development metrics. The study recommended using strategic planning strategies and styles of planned change, monitoring internal and external changes in the environment, and applying them to capitalize on opportunities and achieve greater success.

According to Sashkin (2004), the need to engage in organizational change arises from the fact that it satisfies three essential human requirements at work: autonomy, importance, and reduced feeling of isolation. It is also believed that employee engagement in organizational change helps change managers by clarifying the reality of organizational change and providing additional insight into employee perspectives and talents (Lines, 2004). Employees are not only engaged and valued, but change managers are also given useful information to assist them make better judgments about implementing changes.

According to Armenakis *et al.* (2003), organizational culture provides a mechanism for workers to recognize signs regarding organizational difference and change-related efficacy, with greater faith put in knowledge discovered by themselves. There are three ways of describing active engagement: Employees should be involved in jobs that allow them to learn a lot about non-compliance. and performance. Provide your staff with a unique learning opportunity so they may have the confidence to take on new responsibilities. Effectively build trust by applying excellence when people take small steps for change. Engagement can increase willingness to change and reduce

resistance by giving employees a sense of belonging in the process of change that makes them feel like they have found the answer on their own. Furthermore, active engagement can aid in the facilitation of changing self-efficacy (Armenakis and Harris, 2002).

Muogbo (2013) examined the effect of vital change administration on authoritative development and advancement of chose fabricating firms in horticulture business in Nigeria. The discoveries demonstrated that the change forms enhanced development in net benefit, deals volume, development in number of representatives, expanded piece of the overall industry and upgraded the comprehension of the procedure of Technique Plan (Vision, Mission, and Targets and Objectives), Methodology Execution System Assessment and Technique Control. The study's findings revealed that critical change management was not common among Anambra State's assembly enterprises, but its reception had a significant influence on intensity and impacts on assembling firms.

Gichunge (2007) analysed the impact of formal vital change administration on business aggressiveness of medium measured assembling undertakings in Nairobi, Kenya. It investigated the extent to which formal key change administration is adopted by medium-sized manufacturing operations in Kenya, as well as the link between formal key change administration acceptance and authoritative execution. The information was broken down factually utilizing the SPSS packages through classification, extents and rationale investigation. The results showed that associations with formal key change administration outperform those without formal key change management.

### 2.3.5 Summary of Research Gaps

**Table 2.1: Summary of Research Gaps**

<b>Author</b>	<b>Focus of the study</b>	<b>Findings</b>	<b>Research gaps</b>
Miller, Johnson, & Grau (2004)	Change Communication and employee performance	When change proclamations were conveyed, the ones that were well-timed, educational, and addressed the issues of the employees were more susceptible to assisting employees in feeling prepared for change.	The study focused on employee performance while the current study is on organizational performance
Burnes (2004)	Communication and appraisal of change	Getting feedback from people on how they feel about the change and assisting them in locating a source of personal power inside the change movement builds this belief in the change.	The study focused on change appraisal among staff while the current study analyzes change effect on performance
Miller <i>et al.</i> , (2004)	Employee involvement on	Improved staff involvement and consultation	The study related employee

	change management	enhances change implementation	involvement on change management
Elkins & Keller (2003)	relationship between a leader's behaviours and firm performance	Improved staff engagement and consultation improves change implementation. The link between a leader's behaviors and company performance is considered to be regulated by situational factors, which include task, environment, and subordinate qualities.	The study focused on leader behaviour while the current study is on change leadership
Sanda (2011)	Workplace transformations and staff contribution among manufacturing firms in Malaysia	To achieve desirable workplace transformations, all personnel involved with a transformation organization must be properly educated and that their awareness of the nature of the planned changes, as well as the link between leadership and change, be sought.	The study was conducted in Malaysia

Carmazzi (2007)	Leadership and organizational performance	A successful leader needs to be able to devise a strategy, establish mission, encourage employees to achieve goals, and foster company culture.	The study focused on strategic leadership and not specifically on change leadership
Marzouk (2006)	effectiveness of the organizational development requirements and change management in Palestinian non-governmental institutions	The ability of Palestinian non-governmental institutions to manage change and the lucidity of the concept of change management to workforce and managers have a strong relationship; the clearer the concept, the more capable enterprise managers are of managing change, and the more the institution and its workforce manage development performance	The study was conducted among NGOs in Palestine while the current study is on the county government of Busia

*Source: Researcher (2020) and Literature Reviewed*

## 2.4 Conceptual Framework

A conceptual framework is a relational model in which researchers describe the link between variables in a study visually or diagrammatically. The independent variables of the study include; communication, change leadership, stakeholder engagement and organizational culture and the dependent variable is performance of the County Government of Busia.

### Independent Variables

### Dependent variable

#### Change Management Practices

#### Performance of Busia County Government

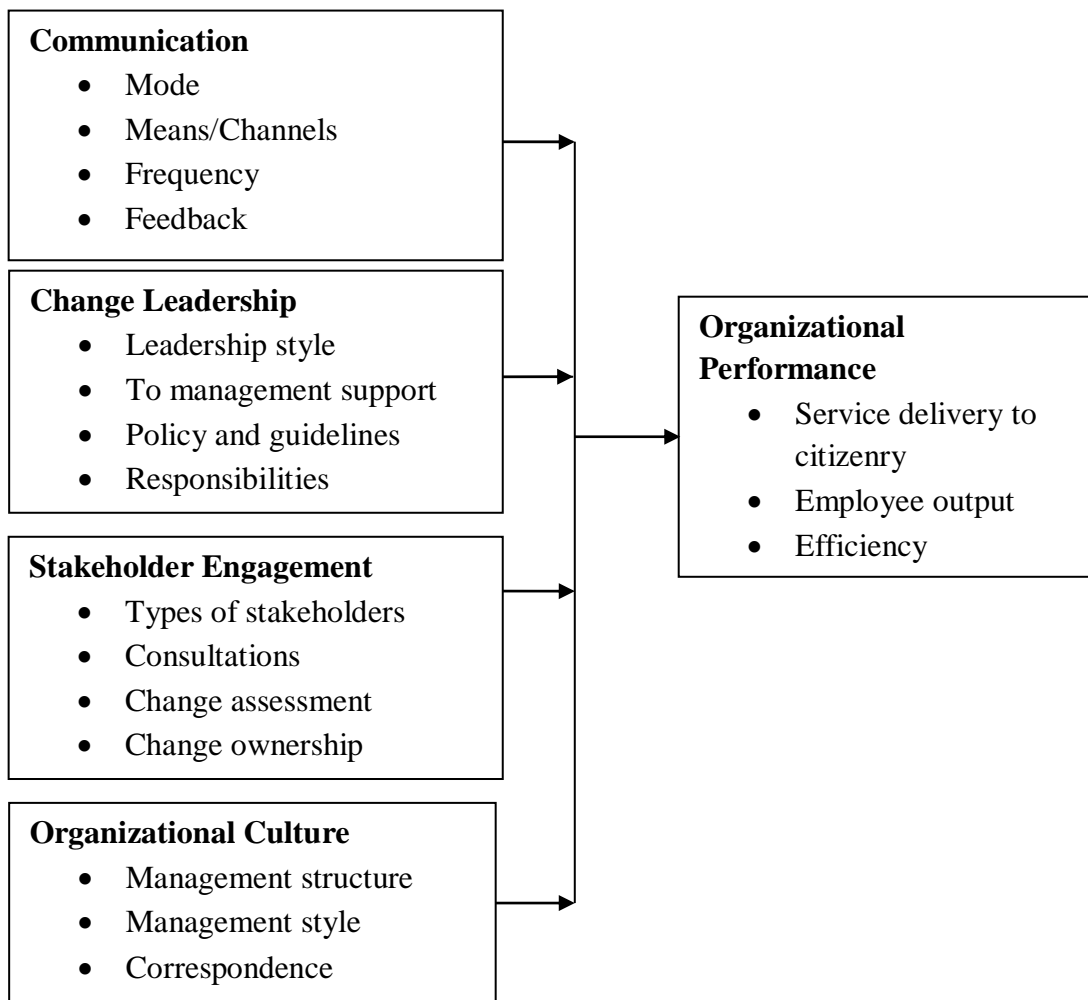


Figure 2.1: Conceptual Framework

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology is a set of principles that guides a research study (Flick, 2015). This chapter shows the research methodologies that this study will adopt to determine the effects of change management practices on performance of the County Government of Busia. Research design, population, determination of sample size, instruments of data collection, data collection procedure, data analysis techniques, reliability and validity techniques will be discussed. The ethical issues that the study will adhere to will also be discussed.

#### **3.2 Research Design**

According to Lewis (2015), a research method is a thorough strategy that defines processes and methodologies to be employed in data gathering and analysis of a certain research topic. Descriptive research design will be employed in this study. A descriptive research design is a framework where research is conducted following a set of guidelines for data collection (Creswell and Creswell, 2017). Descriptive research design was employed because the study tried to develop and formulate theories, come up with problems based on the current practices, offer justification as to the current practice, judge or determine what others are carrying out.

#### **3.3 Target Population**

The 175 management employees in the County Government of Busia's Executive and County Assembly was the study's target population. Table 3.1 summarizes the demographic characteristics.

**Table 3.1: Target Population**

<b>Arm of County Government</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Executive</b>	76	43.43
<b>County Assembly</b>	99	56.57
<b>Total</b>	175	100

*Source: County Government of Busia (2018)*

### **3.4 Sample Size and Design**

Sampling is the process where respondents are selected in a representative manner from the target population (Barasa, 2015). Probability and non- probability sampling techniques are the most popular sampling techniques. Where every member in a population can be selected that is probability sampling while on the other hand non-probability sampling is where members have no equal chances of being selected (Lewis, 2015). Mugenda and Mugenda (2003) assert that a census is advisable for a population of less than 200 respondents. Therefore a census was adopted.

### **3.5 Data Collection Instrument**

The investigation relied on primary data. Respondents' data will be gathered utilizing closed-ended and open-ended questionnaires. The questionnaire was distributed using the drop and pick approach. As a result, each respondent will be confronted with the same set of questions in the exact same manner. The responders were informed of the objective of the study and ensured of their anonymity. Questionnaires are useful for gathering crucial information about a population and are claimed to reach a significant proportion of people who can read and write independently (Orodho, 2004).

### **3.6 Validity and Reliability of the Study**

#### **3.6.1 Validity**

A research instrument is considered to be legitimate if it measures what it is meant to measure (Gall, 2013). A pilot test was carried out to determine the instrument's face and content validity. The research also relied on instruments developed in past comparable studies as well as concepts acquired from a wide range of relevant secondary sources. Content validity was assessed by proof reading the questionnaire to ensure it covers all the areas of study. The study subjected the questionnaires to expert judgment to enable improve the validity.

#### **3.6.2 Reliability**

According to Cypress (2017), dependability is used to determine whether or not research instruments produce consistent findings, indicating that they are dependable. This study will employ the test-retest approach to determine the dependability of research equipment. The Cronbach alpha coefficient was used to calculate the reliability coefficient. The research tools are regarded trustworthy if they have a Cronbach alpha of 0.7 or above. This indicates that the tools are adequate for this investigation (Cronbach, 1956). The results of reliability tests are presented in Table 3.2.

**Table 3.2: Results of Reliability Test**

<b>Variable</b>	<b><math>\alpha</math>-value</b>	<b>Conclusion</b>
Communication	0.712	Reliable
Change leadership	0.803	Reliable
Stakeholder engagement	0.779	Reliable
Organizational culture	0.834	Reliable
<b>Organizational Performance</b>	0.741	Reliable

**Source: Pilot Study (2022)**

The results as presented in Table 3.2 shows that communication had an  $\alpha$ -value of 0.712, change leadership ( $\alpha=0.803$ ), stakeholder engagement ( $\alpha=0.779$ ), organizational culture ( $\alpha=0.834$ ) and organizational performance ( $\alpha=0.741$ ). The observed alpha values were all closer to 1 indicating that the research instrument was reliable.

### **3.7 Data Collection Procedure**

The questionnaire was physically dropped off and picked up at the county offices by the researcher. The questionnaire was thoroughly defined and previously evaluated with a couple of people from the general population for improvement. In order to obtain more reliable data, the researcher utilized closed-ended questions in the questionnaire formulation, reducing the number of connected reactions.

### **3.8 Data Analysis and presentation**

The researcher gathered quantitative and qualitative data, which will be examined statistically. The researcher utilized tools such as SPSS and MS Excel to describe the data and determine the amount of use. Tables and charts will be used to present the findings. The Likert scales was used to examine the mean score and standard deviation, which aided in the investigation of the link between change management

methods and County Government of Busia performance. Frequencies, percentages, means, and other central patterns will be used in data analysis.

Furthermore, the researcher did a multiple regression analysis to evaluate the link between the dependent and independent variables.

The regression equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ ) whereby:

Y=Performance of the County of Government of Busia

X<sub>1</sub>=Communication

X<sub>2</sub>=Change leadership

X<sub>3</sub>=Stakeholder engagement

X<sub>4</sub>=Organizational culture

$\beta_1, \beta_2, \beta_3, \beta_4$ =Regression Coefficients

$\varepsilon$ =Error term

### **3.9 Ethical considerations**

The analyst guaranteed that the information obtained is kept and maintained in the strictest of confidence. The name of the responder was displayed or not displayed on the questionnaire. The researcher clarified the goal of the study before commencing the information collection procedure, and collaboration in the inquiry was through aware and informed assent. Every single respondent was handled with dignity and respect. The researcher informed the respondents that there was no monetary compensation for their participation in the study and that the results were made public after the study is done.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter provides the presentation, interpretation and discussion of the findings of data obtained from the field. The chapter consists of the following subsections; response rate, the background information of the respondents, descriptive and regression analysis findings of the analysis based on the objectives of the study which is presented in tables and, figures.

#### 4.2 Response Rate

The questionnaires were distributed to a sample size of 175 respondents constituting of executive and County assembly employees of the County Government of Busia. The following is the presentation of the response rate achieved in Table 4.1.

**Table 4.1: Response Rate**

Category	Frequency	Percentage
Number of questionnaires returned	168	96.0%
Number of questionnaires not returned	7	4.0%
<b>Total</b>	<b>175</b>	<b>100</b>

**Source: Research Data (2022)**

According to the results Table 4.1, those respondents who returned their questionnaires accounted for 96.0% and those who did not accounted for 4.0%. According to Mugenda and Mugenda (2003), a response rate of 70% and over is excellent. Based on this assertion, the study's response rate at 96.0% was considered satisfactory to make conclusions for the study as it acted as a representative.

### 4.3 Results of Reliability Tests

The Cronbach alpha coefficient was used to calculate the reliability coefficient. The results of the reliability tests are shown in Table 4.2.

**Table 4.2: Results of Reliability Tests**

Variable	Number of Items	Alpha Coefficient ( $\alpha$ )
Communication	5	0.756
Change leadership	5	0.779
Stakeholder engagement	5	0.812
Organizational culture	5	0.824
Organizational performance	3	0.800
<b>Average Score</b>		<b>0.794</b>

**Source: Pilot Study Data (2022)**

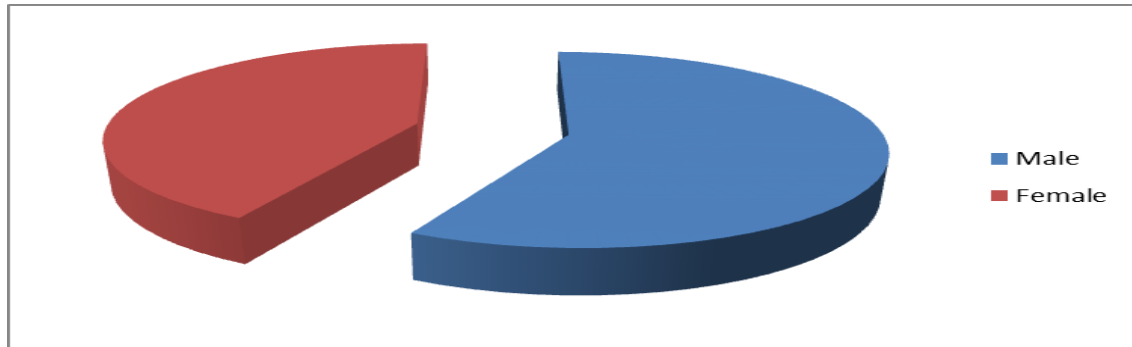
The results in Table 4.2 show that organizational culture had the highest value of alpha coefficient at ( $\alpha=0.824$ , followed by the stakeholder engagement ( $\alpha=0.812$ ), organizational performance ( $\alpha=0.800$ ), change leadership ( $\alpha=0.779$ ) and communication ( $\alpha=0.756$ ). The results indicate that all variables had an alpha of Cronbach of 0.7 and above which is considered adequate. This is endorsed by Cronbach (1951) who says that a 0.7 alpha coefficient value and above shows that the research tools are adequate for the study.

### 4.4 Respondents' Demographic Data

The respondents' demographic data focused on their gender, level of education and work experience.

#### 4.4.1 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 (2022)**

Figure 4.1 shows that majority (57.7%) of the respondents were male and 42.3% female respondents. These findings shows that both genders were involved in this study and thus the findings of the study did not suffer from gender biasness.

#### 4.4.2 Respondents' Education Level

The study sought to establish the respondents' education level and the findings are presented in Table 4.3.

**Table 4.3: Respondents' Education Level**

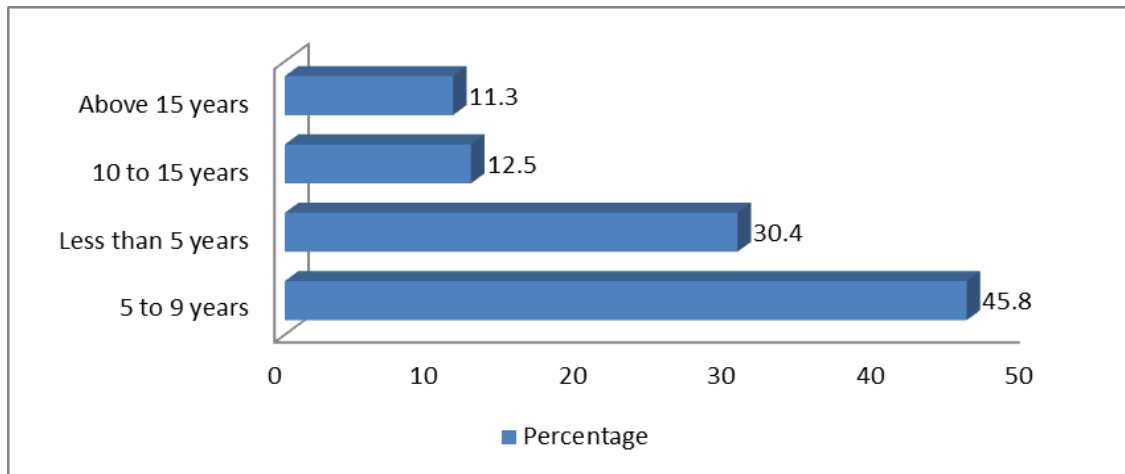
<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	44	26.2
Post graduate diploma	40	23.9
Bachelor's degree	54	32.1
Master's degree	30	17.9
<b>Total</b>	<b>168</b>	<b>100</b>

**Source: Research Data (2022)**

Table 4.3 shows that majority (32.1%) of the respondents had attained a bachelor’s degree level of education, 26.2% diploma, 23.9% post graduate diploma and 17.9% master’s degree level of education. The findings imply that the respondents were well educated which means that they were in a position to respond to research questions with ease.

**4.4.3 Respondents’ Work Experience**

The study sought to establish the respondents’ work experience and the findings are presented in Figure 4.2.



**Figure 4.2: Respondents’ Work Experience**

**Source: Research Data (2022)**

Figure 4.2 shows that majority (45.8%) of the respondents had worked for a period of between 5 to 9 years, 30.4% less than 5 years, 12.5% between 10 to 15 years and 11.3% above 15 years. This implies that majority of the respondents had worked with the County for a considerable period of time and thus they were in a position to give credible information relating to this study.

## 4.5 Results of Descriptive Statistics

Descriptive statistics was presented in terms of mean and standard deviation as per the study specific objectives with the use of SPSS Version 17.0. The findings are presented as follows:

### 4.5.1 Communication

The study sought to establish the effect of communication on performance of the County Government of Busia. The respondents were given a list of statements to rate them according to their level of agreement following a likert scale. The descriptive results are provided in Table 4.4.

**Table 4.4: Communication**

<b>Statement</b>	<b>Mean (M)</b>	<b>Standard Deviation (SD)</b>
Effective communication mode creates has created a sense of ownership among all the stakeholders.	4.56	1.117
Effective communication mode creates has fostered a sense of responsibility among all the stakeholders.	3.67	0.928
Regular communication of the change message facilitates a greater understanding of the objective of the change	4.50	0.983
Effective feedback during change process has helped in controlling the fears among employee as they understand how the change will affect them	3.76	1.096
The frequency of communicating change has shown hoe the County is committed towards the implementation of change.	3.50	0.959

**Source: Research Data (2022)**

The results in Table 4.4 show that the respondents strongly agreed that; effective communication mode creates has created a sense of ownership among all the stakeholders and that regular communication of the change message facilitates a greater understanding of the objective of the change as shown by mean score of 4.56

and 4.50 respectively and with respective significance variance of 0.983 and 1.117. The finding concur Malek and Yazdanifard (2017) who observe that the key to successful implementation of the change lies in effective communication. Effective communication has been seen as a two-way communication that serves several functions such as, information sharing, participation, compliance, and feedback.

The results in Table 4.4 also show that the respondents agreed that; effective feedback during change process has helped in controlling the fears among employee as they understand how the change will affect them, effective communication mode creates has fostered a sense of responsibility among all the stakeholders and that the frequency of communicating change has shown hoe the County is committed towards the implementation of change as shown by mean score of 3.76, 3.67 and 3.50 with respective significance variance of 1.096, 0.928 and 0.959. The findings agree with Yazici (2019) who observe that that communication has great effect on organizational change and it directly affects the organizational change and if communication skills in the organization is good then it is very easy to bring change in that organization.

#### **4.5.2 Change Leadership**

The study sought to determine the effect of change leadership on performance of the County Government of Busia. The respondents were given a list of statements to rate them according to their level of agreement following a likert scale. The descriptive results are provided in Table 4.5.

**Table 4.5: Change Leadership**

<b>Statement</b>	<b>Mean (M)</b>	<b>Standard Deviation (SD)</b>
A change leader of the County has been able to revise the training process so that employees have all the tools to succeed in their roles	3.96	0.908
The leadership styles used by the senior managers has fostered a positive work environment where every employee is more satisfied	4.54	1.096
The policies by the County have protected the employees from acting in a manner that might endanger their employment.	3.79	1.181
Responsibilities have provided a structured effective approach to planning and advocating for change	3.81	1.158
Change leadership by the County has created a capacity to achieve a new strategic direction.	4.63	0.978

**Source: Research Data (2022)**

The respondents strongly agreed on the statements that: the leadership styles used by the senior managers has fostered a positive work environment where every employee is more satisfied and that change leadership by the County has created a capacity to achieve a new strategic direction. as shown by mean score of 4.54 and 4.33 respectively and with respective standard deviation of 1.096 and 0.978. The result agree with Ajmal, Farooq, Sajid and Awan (2017) who observe that basic leadership and management practices are associated with the core competencies of an organization to achieve desired outcomes and many organizations are applying change management practices to achieve organizational success for long time survival.

The respondents agreed on the statements that: Responsibilities have provided a structured effective approach to planning and advocating for change, a change leader of the County has been able to revise the training process so that employees have all the tools to succeed in their roles and that the policies by the County have protected

the employees from acting in a manner that might endanger their employment as shown by mean score of 3.96, 3.81 and 3.79 respectively with respective standard deviation of 0.908, 1.158 and 1.181. The finding concur with Hao and Yazdanifard (2020) who observe that leadership is one of the main factors in bringing positive change to the organization; if there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

### 4.5.3 Stakeholder Engagement

The study sought to establish the effect of stakeholder engagement on performance of the County Government of Busia. The respondents were given a list of statements to rate them according to their level of agreement following a likert scale. The descriptive results are provided in Table 4.6.

**Table 4.6: Stakeholder Engagement**

<b>Statement</b>	<b>Mean (M)</b>	<b>Standard Deviation (SD)</b>
Direct stakeholder engagement has enabled the County to gain new insights about the County's strategic plan	4.60	0.689
Stakeholder engagement has led to effective decision making by the County	3.87	1.250
Stakeholder engagement has enabled the County to identify potential risks before they become threats to the projects	3.76	1.345
Effective engagement has helped the County to translate stakeholder needs into organizational goals	4.51	1.257
Stakeholder engagement has enabled those who a directly affected by the outcome of change a chance to voice their opinions	4.07	1.278

**Source: Research Data (2022)**

Majority of the respondents strongly agreed on statements that: direct stakeholder engagement has enabled the County to gain new insights about the County's strategic plan and that effective engagement has helped the County to translate stakeholder needs into organizational goals as shown by mean score of 4.60 and 4.51 respectively with respective standard deviation of 0.689 and 1.257. The results agree with Kaur, A., & Lodhia, S. (2018) who observe that stakeholder engagement helps organizations to proactively consider the needs and desires of anyone who has a stake in their organization, which can foster connections, trust, confidence, and buy-in for your organization's key initiatives.

The respondents agreed on the statements that: stakeholder engagement has enabled those who are directly affected by the outcome of change a chance to voice their opinions, stakeholder engagement has led to effective decision making by the County and that stakeholder engagement has enabled the County to identify potential risks before they become threats to the projects as shown by mean score of 4.07, 3.87 and 3.76 respectively with respective standard deviation of 1.278, 1.250 and 1.345. The results agree with Zyl (2018) who indicated that the new integrated reporting framework relies heavily on continual communication with stakeholders and requires companies to disclose the steps they have taken to insure that all stakeholder groups are consulted and that all their concerns have been noted and addressed.

#### **4.5.4 Organizational Culture**

The study sought to establish the effect of organizational culture on performance of the County Government of Busia. The respondents were given a list of statements to rate them according to their level of agreement following a likert scale. The descriptive results are provided in Table 4.7.

**Table 4.7: Organizational Culture**

<b>Statement</b>	<b>Mean (M)</b>	<b>Standard Deviation (SD)</b>
The culture has helped in informing the direction that the County is taking as far as development is concerned	4.20	0.809
Employees' behaviors has shaped the culture of the County and their ability to accommodate changes	4.29	0.684
The culture within the County has significantly influenced efficiency and ability to deal with change.	4.51	0.733
The culture has created an environment that is conducive for the County to embrace and sustain change.	4.59	0.921
Culture has influenced individual's capacity to learn and adapt to changes in the County.	4.56	0.682

**Source: Research Data (2022)**

The results in Table 4.7 show that the respondents strongly agreed on the statements that; the culture has created an environment that is conducive for the County to embrace and sustain change, culture has influenced individual's capacity to learn and adapt to changes in the County and that the culture within the County has significantly influenced efficiency and ability to deal with change as shown by mean of 4.59, 4.56 and 4.51 respectively with standard deviation of 0.921, 0.682 and 0.733 respectively. The findings concur with Aluko (2018) values and beliefs held by employees are not only an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective leadership. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self-esteem in employees

The respondents agreed on the statements that; employees' behaviors has shaped the culture of the County and that the culture has helped in informing the direction that the County is taking as far as development is concerned as shown by mean of 4.29 and 4.20 respectively and standard deviation of 0.684 and 0.809 respectively. This

finding agree with Kamugisha, S. (2019) who observe that implementing the change process in any organization is a crucial foundation for enhancing employee confidence in the activities of an institution and employees play a critical role in this process. Therefore employees must not be ignored during the conception, implementation and review of the change process.

#### 4.5.5 Organizational Performance

The study sought to establish the performance of the County Government of Busia. The respondents were given a list of statements to rate them according to their level of agreement following a likert scale. The descriptive results are provided in Table 4.8.

**Table 4.8: Organizational Performance**

<b>Statement</b>	<b>Mean (M)</b>	<b>Standard Deviation (SD)</b>
Change management has improved the service delivery by the County	4.09	1.278
Effective change management has improved the employee output	3.64	0.915
Effective change management has improved the efficiency	4.45	1.064

**Source: Research Data (2022)**

The results in Table 4.8 show that the respondents strongly agreed on the statements that; effective change management has improved the efficiency, change management has improved the service delivery by the County and that effective change management has improved the employee output as shown by mean score of 4.45, 4.09 and 3.64 respectively with respective standard deviation of 1.064, 1.278 and 0.915. According to Birisha (2015), institutions play a very important part of our everyday lives and consequently progressive institutions represent a very important ingredient

for developing countries. Numerous economists view progressive institutions as a key driver in determining socio-political and economic advancements.

#### 4.6 Results of Regression Analysis

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 <sup>a</sup>	.725	.709	.684

Source: Research Data (2022)

Table 4.9 shows a model summary that provides information about the regression line's ability to account for the total variation in the dependent variable. The adjusted R<sup>2</sup>, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The result on adjusted R<sup>2</sup> was 0.709 indicating that there was a variation of 70.9% of performance of the county government of Busia due to the changes in communication, change leadership, stakeholder engagement and organizational culture. Therefore, it can be concluded that factors that were not studied accounted for 29.1% of performance of the County government of Busia.

**Table 4.10: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.387	4	3.597	33.934	.001 <sup>a</sup>
	Residual	17.284	163	.106		
	Total	31.671	167			

Source: Research Data (2022)

The value 0.001<sup>a</sup> shows the significance level is less than 0.05 showing a statistical significance of the model on how independent variables influenced the dependent

variable. The results also indicate that the statistical F value was 33.934 greater than the statistical mean square value at 3.597. Therefore, it can be deduced that the model was significant.

**Table 4.11: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.539	.490		1.100	.000
	Communication	0.729	.046	4.256	15.848	.001
	Change leadership	0.692	.098	1.417	7.061	.001
	Stakeholder engagement	0.596	.125	2.040	4.768	.000
	Organizational culture	0.712	.073	1.161	9.753	.001

**Source: Research Data (2022)**

As given in Table 4.11, if all the independent variables are held constant, the performance of the County government of Busia would be at 0.539. The study observed that a unit increase in communication would lead to increase in performance of the County government of Busia at a factor of 0.729. A unit increase in change leadership would lead to increase in performance of the County government of Busia at a factor of 0.692. A unit increase in stakeholder engagement would lead to increase in performance of the County government of Busia at a factor of 0.596 and a unit increase in organizational culture would lead to increase in performance of the County government of Busia at a factor of 0.712.

The resulting regression equation was as follows:

The established regression equation was  $Y = 0.539 + 0.729X_1 + 0.692X_2 + 0.596X_3 + 0.712X_4$ . Therefore, the performance of Busia County =  $0.539 + (0.729X_1$

communication) + (0.729X<sub>2</sub> change leadership) + (0.596X<sub>3</sub> stakeholder engagement) + (0.712X<sub>4</sub> organizational culture). In addition, Table 4.11, shows that communication, change leadership, stakeholder engagement and organizational culture had a positive and significant relationship as indicated by t- values. The relationships (p < 0.05) are all significant with communication (t=15.848, p < 0.05), change leadership (t= 7.061, p < 0.05), stakeholder engagement (t= 4.768, p < 0.05) and organizational culture (t = 9.753, p < 0.05).

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter covers the summary, conclusions, recommendations and suggestions for further studies.

#### 5.2 Summary of Findings

The first research objective sought to establish the effect of communication on performance of the County Government of Busia. The study established that communication had a positive and significant effect on the performance of the County Government of Busia. Effective communication mode creates has created a sense of ownership among all the stakeholders and that regular communication of the change message facilitates a greater understanding of the objective of the change.

The second research objective sought to determine the effect of change leadership on performance of the County Government of Busia. The study revealed that change leadership had a positive and significant effect on the performance of the County Government of Busia. The leadership styles used by the senior managers have fostered a positive work environment where every employee is more satisfied and that change leadership by the County has created a capacity to achieve a new strategic direction.

The third research objective sought to establish the effect of stakeholder engagement on performance of the County Government of Busia. The study established that stakeholder engagement had a positive and significant effect on the performance of the County Government of Busia. Direct stakeholder engagement has enabled the County to gain new insights about the County's strategic plan and that effective

engagement has helped the County to translate stakeholder needs into organizational goals.

The fourth research objective sought to establish the effect of organizational culture on performance of the County Government of Busia. The study found that organizational culture had a positive and significant effect on the performance of the County Government of Busia. The culture has created an environment that is conducive for the County to embrace and sustain change, culture has influenced individual's capacity to learn and adapt to changes in the County and that the culture within the County has significantly influenced efficiency and ability to deal with change.

### **5.3 Conclusions**

On communication, the study concluded that effective communication in the workplace is an integral part of an efficient and successful business. It ensures everyone understands their duties and responsibilities, helps build quality client and employee relationships and keeps employees engaged and productive. Planning and communication are critical for organizational change. Getting top management support in implementing change can significantly improve your chances of success. Additionally, an important component of workplace communication is that employees feel understood and heard by management.

On change leadership, the study concluded that change leadership is a style of management that emphasizes the importance of improvement and adaptability in an organization. Change leaders excite stakeholders about the benefits that changes can have on an organization. They also guide groups of people through changes in a productive manner, ensuring a company can make strategic, smart and successful

adjustments to the way they operate. Change leadership helps companies keep up with an ever-changing world by building resources, using new technologies and responding to crises.

On stakeholder engagement, the study concluded that engaging with stakeholder provides different perspectives, opportunities for learning and potentially changing the approach to ensure it fits the needs of stakeholders. Understanding the views and interests of the stakeholders can lead to more effective decision-making. Engaging early can lead to savings of both time and money in the long term. Engaging with stakeholders is central to improving accountability within your own organization as well as to the wider market.

On organizational culture, the study concluded that when an organization has strong values, beliefs, and practices in place, it will show in an employee's work ethic and in their attitude towards the company. This can help improve employee health and wellness by making them feel more connected to their work. Organizations with healthy cultures have a higher retention rate among their top talent which helps the organization avoid high turnover rates, a major cost for many organizations. A strong and healthy organizational culture can provide increased communication levels between management, employees, and customers.

#### **5.4 Recommendations**

On communication, the study recommended that the County management should make sure that they clearly communicate the vision, the mission, and the objectives of the change management effort. Communicate consistently, frequently, and through multiple channels, including speaking, writing, video, training, focus groups, bulletin boards, intranets, and more about the change. They should be open to adjusting their

change implementation when necessary based on the feedback received. Communicate all that is known about the changes, as quickly as the information is available.

On change leadership, the study recommended that the County management should trigger change by creating powerful visions of opportunities for improvement that excite employees and other stakeholders. They should make use of the talents and skills of the employees they are leading to help them make effective changes. Support the County team members by giving them any materials and tools they need to adapt to changes over time.

On stakeholder engagement, the study recommended that the County management should identify and prioritise key stakeholders to focus its energy and engagement efforts on the individuals with the biggest impact. Understand and align stakeholder expectations when aligning its engagement and management strategy. Proactively resolve disputes by providing a forum for dispute resolution where stakeholders can air their grievances and discuss mutually agreeable solutions.

On organizational culture, the study recommended that the County should foster an environment of accountability, from managers down to individual employees, discuss with teams what matters most to them, institute better practices based on feedback and continue to assess its culture. Effectively communicate the mission statement, vision and values. Encourage collaboration between employees to reinforce the idea that they are a team. Leaders need to visibly demonstrate that they buy into the organization's core beliefs.

### **5.5 Suggestions for Further Studies**

The study focused on change management practices on performance of County government of Busia County. The change management practices adopted for the study were; communication, change leadership, stakeholder engagement and organizational culture. Therefore, the study suggests that other practices in change management not studied should be carried out to address the gap identified in regression analysis results. Also, the study suggests that another study can be done that focus on the performance on other Counties apart from Busia County.

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## APPENDICES

### Appendix I: Cover Letter

Dear Sir /Madam

#### **Re: Participation in Academic Research Data Collection**

I am a postgraduate student at Kenyatta University undertaking a study entitled: **‘CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF THE COUNTY GOVERNMENT OF BUSIA’** as partial requirement for the award of the Degree of Master’s of Business Administration (Strategic Management).

In respect of this, you have been selected to participate in this research by providing the information of interest by filling in the questionnaire. Kindly, note that the research is purely meant for academic purpose.

I am grateful in advance for your cooperation

Kind Regards

## Appendix II: Questionnaire

This research is meant for academic purpose. Kindly you are requested to provide answers to the questions as honestly and precisely as possible. Responses to these questions will be treated as confidential. Do not write your name or that of your department anywhere on this questionnaire but tick [] where appropriate or fill in the required information on the spaces provided.

### Section A: Demographic Data

1. Indicate your Gender: [] Male [] Female
2. Indicate your highest level of education  
Diploma []                      Post Graduate Diploma []  
Bachelor's Degree []                      Master's Degree []
3. How long have been working with Busia County:  
Less than 5 years []                      5 - 9 years []  
10- 15 years []                      Above 15 Years

### Section B: Communication

The statements below relate to the effect of communication on performance of the County Government of Busia. Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Effective communication mode creates has created a sense of ownership among all the stakeholders.					
2	Effective communication mode creates has fostered a sense of responsibility among all the stakeholders.					
3	Regular communication of the change message facilitates a greater understanding of the objective of the change					
4	Effective feedback during change process has helped in					

	controlling the fears among employee as they understand how the change will affect them					
5	The frequency of communicating change has shown hoe the County is committed towards the implementation of change.					

### **Section C: Change Leadership**

The statements below relate to the effect of change leadership on performance of the County Government of Busia. Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	A change leader of the County has been able to revise the training process so that employees have all the tools to succeed in their roles					
2	The leadership styles used by the senior managers has fostered a positive work environment where every employee is more satisfied					
3	The policies by the County have protected the employees from acting in a manner that might endanger their employment.					
4	Responsibilities have provided a structured effective approach to planning and advocating for change					
5	Change leadership by the County has created a capacity to achieve a new strategic direction.					

### **Section D: Stakeholder Engagement**

The statements below relate to the effect of stakeholder engagement on performance of the County Government of Busia. Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Direct stakeholder engagement has enabled the County to gain new insights about the County's strategic plan					
2	Stakeholder engagement has led to effective decision making by the County					
3	Stakeholder engagement has enabled the County to identify potential risks before they become threats to the projects					
4	Effective engagement has helped the County to translate stakeholder needs into organizational goals					
5	Stakeholder engagement has enabled those who are directly affected by the outcome of change a chance to voice their opinions					

### **Section E: Organizational Culture**

The statements below relate to the effect of organizational culture on performance of the County Government of Busia. Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The culture has helped in informing the direction that the County is taking as far as development is concerned					
2	Employees' behaviors has shaped the culture of the County and their ability to accommodate changes					
3	The culture within the County has significantly influenced efficiency and ability to deal with change.					
4	The culture has created an environment that is conducive for the County to embrace and sustain change.					
5	Culture has influenced individual's capacity to learn and adapt to changes in the County.					

**Section F: Organizational Performance**

The statements below relate to the performance of the County Government of Busia.

Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Change management has improved the service delivery by the County					
2	Effective change management has improved the employee output					
3	Effective change management has improved the efficiency					