

**DETERMINANTS OF STRATEGIC CHANGE
MANAGEMENT IN MOMBASA COUNTY
GOVERNMENT, KENYA**

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**Determinants of Strategic Change Management in Mombasa
County Government, Kenya**

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the Award of the Degree of Doctor of Philosophy in Business
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Technology**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DECLARATION

To Mum and Dad

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ACRONYMS AND ABBREVIATIONS

CAC	Cronbach Alpha Coefficient
CAPAM	Commonwealth Association for Public Administration and Management
CIDP	County Integrated Development Plan
DCP	Dennison's Cultural Profile
DOCP	Denison Organization's Cultural Profile
ECD	Early Childhood Development
GoK	Government of Kenya
IFMIS	Integrated Financial Management Information System
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KNBS	Kenya National Bureau of Statistics
KSG	Kenya School of Government
MoH	Ministry of Health
NPM	New Public Management
OCC	Organizational Climate Construct
OCM	Organizational Climate Measure
OCoB	Office of the Controller of Budget
SAPs	Structural Adjustments Programmes
SPSS	Statistical Package for Social Sciences
TI	Transparency International

DEFINITION OF TERMS

Change oriented leadership	Concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes (Chepkemoi & Moronge, 2015)
Formalization	The amount of written documentation in the organization which indicates the extent to which job tasks are defined by formal regulations and procedures to standardize operations in organizations (Zakrzewska-Bielawska, 2008).
Hierarchy of authority	This is the concentration of decision making authority in performing tasks and duties as well as participation in decision making (Zakrzewska-Bielawska, 2008).
Organizational culture	The basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2008).
Organization's climate	Organizational climate includes a set of 'actors' and interest groups represented owners, managers, customers, suppliers, stakeholders, who are directly affected or indirectly by the organization's work and have the means control over it (Voiculet, Belu, Parpandel & Rizea, 2010).
Organizational structure	The way that an organization arranges people and jobs so that its work can be performed and its goals can be met (Elsaid, Okasha & Abdelghany, 2013).
Standardization	Extent to which employees work according to standard procedures and rules in an organization which ensures that employees complete their duties and tasks in the required manner, and therefore, ensures that an employee's actions and behaviors are routine and predictable (Al-Qatawneh, 2014).

**Strategic change
management**

This is a way of changing the objectives of the company in order to obtain greater success (Belias & Koustelios, 2014).

ABSTRACT

With the emergence of globalization, advances in technology, increased societal demands, and the need to provide better social services with fewer resources; this has prompted the public sector to explore new sustainable models for service delivery. It has been noted that initial reforms implemented in Kenya were not very successful in attaining the desired objectives as the civil service grew progressively inefficient hence threatening to halt the growth of the economy. The Kenyan 2010 constitution attempts to entrench a culture of enhanced service delivery as it pins hopes in the Kenya's Vision 2030. With this new era, devolved system of governances came to existence calling for creation of new governance structures while also entrenching the value of citizen participation in governance. However, three years down the line only 21% of Kenyans are satisfied with the county government's performance and 53% of Kenyans expressing their dissatisfaction with the performances of county governments majorly due to invisible developments and service delivery as a result of devolution. Mombasa County has also been shown to face serious challenges in service delivery despite the wide ranging reforms put in place over the years. The study sought to examine the determinants that influence strategic change management in Mombasa County Government. Specifically, the study sought to determine how organizational structure, leadership, climate and culture influences strategic change management in the county. The study adopted a descriptive cross-sectional survey design using both qualitative and quantitative approaches involving purposive sampling of at least one senior level manager as key informant from each of the existing department within the county. Qualitative data which were collected from the 12 key informants were backed up with quantitative data collected using questionnaires administered to 364 junior staff sampled through simple random sampling. Quantitative data were analyzed using SPSS version 21 where relationships between the variables were assessed using correlation and regression analysis while qualitative data were analyzed via content and thematic analysis where emerging themes were presented in form of verbatim. Factor analysis was carried out among corresponding questions so as to allow formation of factors with the highest Eigenvalues. Test of hypothesis was done at 95% confidence interval. The study found out that there was a positive and significant relationship between Organizational Structure and Strategic Change Management positive and significant relationship between Organizational Leadership and Strategic Change Management. Further, the results revealed that there was a positive and significant relationship between Organizational Climate and Strategic Change Management. Lastly, there was a positive and significant relationship between Organizational Culture and Strategic Change Management. Based on the findings, the study concluded that Organizational Structure, organizational leadership, organizational climate and organization culture have a positive and significant effect on Strategic Change Management. The study recommends the County government of Mombasa to focus on organizational structure, organizational leadership, organizational climate and organizational culture since they were found to have a positive and significant effect on the strategic change management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change management is the modification or transformation of organizations in order to maintain or improve their effectiveness by deliberate, conscious use of strategies to match the prevailing circumstances and preferences in order to achieve and succeed in attaining the objectives of the organization in line with the needs of the organizations customers (Situma, 2012). This involves changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy (Naghibi & Baban, 2011). Managing change is a very important factor in the success of every business, since it helps managers think creatively about how they manage change, whilst avoiding many of the pitfalls that other companies have encountered (Alande, 2013).

The term strategic is used to express the influence of strategy on organizational structure, technology, capabilities, culture, resources or control systems have on major subsystems in the organization. In this study, strategic change is understood as change that has an impact on the overall organization and affects major subsystems. The process of change begins with organizational leaders developing an organizational strategy, then with the creation of an initiative that is aligned with that strategy as a direct response to a change in the business environment (Naghibi & Baban, 2011).

Market dynamics have created challenges for public organizations, with the emergence of the global economy, advances in technology, increased societal demands, and the need to provide more social services with fewer resources (McInerney & Barrows, 2000). This is a deviation from the tradition where the public sector has been seen as a passive vehicle for executing social policy mandated by legislation but increasingly, however, citizens/businesses view the public sector as another provider of 'services' services for which they pay taxes. To address increased demand for better quality services, the public sector must find ways of

improving the efficiency and effectiveness of its service delivery (Oosterom *et al.*, 2007). This is prompting the public sector to explore new sustainable models for service delivery to improve customer experience and outcomes through enhanced service levels at the same or reduced cost (CAPAM, 2015).

1.1.1 Global Perspective of Strategic Change Management

In the recent past, organizations globally have strived to perform well (Chemengich, 2013). More so, efforts have been witnessed within the public sector where shifts in ways of operation have been made taking into account transparency and accountability (Hughes et al, 2000). This is because the public remains a central vehicle for development for both developed and developing countries. Strategic changes, therefore, have been adopted in many countries with impressive performance in service delivery. In the 1970s and early 1980s, New Zealand witnessed dramatic decrease in its fortunes due to inherent flaws in their version of the traditional model of centralized government decision-making and management.

Other aspects of strategic change crucial in an organization include employee morale and corporate culture. According to Zhang and Rajagopalan (2010) the most important feature in strategic change is performance metrics that measures the processes right from the beginning to the end and then thereafter monitoring is done continuously. Globally, it has been empirically examined that public organizations are often confronted with the need to implement organizational change (Van Der Voet, 2013). In these empirical investigations, change management research has addressed the role of contextual factors affecting the change management programs and hardly on the specific contextual characteristics of public organizations (Kuipers, *et al.*, 2014).

1.1.2 Regional Perspective of Strategic Change management

Many of the developing nations were colonized and when they became independent they inherited governance structures from their colonial masters. The post-colonial public sector of these nations therefore, delivered services to their people based on the skills derived from their masters and more importantly; this was done under

mono-party political dictatorship (Andersson, Zbirenko & Medina, 2014). The challenges of such a set up are obvious: skewed distribution of government resources, bloated civil service and inherent misappropriation of money. Consequently, many of these nations disintegrated because conflicts were the order of the day and coups were rampant resulting into military dictatorships. The citizens lived in despair and the only hope that was left in them was the wish to have a change in leadership and most preferably democratic change that could see countries engage in equal and meaningful distribution of government development.

It is against the above backdrop that service delivery to citizens by many developing nations globally and mainly Africa has been marred by poor leadership (ECA, 2013). The service delivery by the public sector aimed at achieving development goals, can only be realized through change. In order for these countries to develop they have depended upon grants from the World Bank. Hence, some of the changes witnessed in the public sector of many of the developing nations took place in the 1980s as part of the Structural Adjustment Programmes (SAPs) of the World Bank. The New Public Management (NPM) program came into being recently as a result of several factors including socio-economic, political and technological factors to improve efficiency. Therefore, the environment within which the public service in developing nations has been operating is ever changing and this calls for those in charge to adapt to those changes that could be achieved through organizational transformations (Andersson *et al.*, 2014).

1.1.3 Local Perspective of Strategic Change Management

Most of the change initiatives that occurred in the past in Kenya public sector in the past two decades were initiatives by the World Bank as part of the Structural Adjustments programs (SAPs) (Chemengich, 2013). However, more recently most changes in the Kenyan public sector have been as a result of the influence of the concept called New Public Management (NPM) driven by a combination of economic, social, political and technical forces in the continuous search for more cost effective methods of delivering quality services to the Kenyan citizens (Hamdok, *et al.*, 2010). Key change management programs in the past include: the

transfer of control through commercialization, subcontracting, leasing, divestiture, and outsourcing (Obudo & Wario, 2015).

These reforms were not very successful in achieving their stated objectives – the civil service grew progressively inefficient, and as retrenchments were being implemented the numbers kept growing back up, and the economy threatened to grind to a halt (Mugore, 2015). In Kenya, many organizations have adopted strategic responses as the environment changes. Any firm that does not take actions to align itself with the environment cannot survive in the environment and is soon forced out of the market. Guerreiro (2006) observed that organizations are a component of integrated subsystems where a change in one subsystem influences the other subsystems that are in constant interaction with the environment.

In the year 2010, Kenya ushered in a highly ambitious form of government that sought to change the relationship between the government and citizens when the constitution was promulgated (COK, 2010). The constitution saw shifting of government from centralized to decentralized, and from “top-down” to “bottom up”. Its emphasis is on strengthening public participation. It is a core element in Kenya’s strategy to accelerate growth and address long-standing inequalities in economic opportunities, investment, and service delivery in different parts of the country. Forty-seven county governments were created under Chapter eleven of Constitution of Kenya.

Kenya government decentralized its services in order to achieve its development agenda for its citizens. Decentralization in this case can be defined as a process in which public functions are transferred to a subordinate or semi-autonomous government organizations or the private sector from the central government (Mutindi, Namusonge & Obwogi, 2013). In this case the power and responsibility for such entities (organizations) to carry out public functions are bestowed upon them. The transfer of services can be in different forms namely de-concentration, delegation, devolution or privatization and comprises of fiscal, administrative, economic/political powers and functions. Such services as education, health, water, sanitation, local roads maintenance, fire, housing, agriculture and social welfare have

been transferred in Kenya (COK, 2010-Fourth Schedule). Devolution, if implemented well may see Kenya achieve its development agenda as envisaged in its Kenya Vision 2030 and may be in a position to attain The Sustainable Development Goal number one which seek to alleviate poverty everywhere on the planet earth by the year 2030.

The Kenyan Government embraced a new constitution since 2013 which brought about change in the way the government discharges its duties and responsibilities to the Kenyan citizens. Key among the changes includes formation and implementation of new devolved County Governments. The 2010 constitution is anchored on the view that efficient and effective public service delivery is not a privilege in a democratic environment (CAPAM, 2015)

Functional devolved governments were expected to bring services closer to the people espouse the prerequisites for an economy that attracts and retains foreign investments (Fengler, 2011). The devolved units were expected to spur economic growth, political stability, and social advancement in line with Vision 2030 (Murithi, *et al.*, 2013). Those efforts shall in their whole address the key barriers to economic consolidation such as poverty, joblessness, inequality and hence pave way for faster realization of Kenya Vision 2030 (Ministry of Devolution and Planning, 2015). The devolved system called for creation of new governance structures considered central to the new devolved governance framework including governors, county women representatives, county ward representatives, and senators (Laibuta, 2013). Success of change depends on people's willingness to let go their current reality, have an ending got through a confused period in between(hell and the hallway), then a new beginning, however, no matter how good an idea is, it will always have early adopters, average adopters and laggards (Alande, 2013).

1.1.4 Mombasa County

Mombasa County is one of the 47 Counties of Kenya established by the 2010 constitution of Kenya. The town Mombasa is the capital and the only city in the county of Mombasa. It is the smallest county in Kenya, covering an area of 229.7 km². It is endowed with a water mass covering 65 km². The county is situated in the

South Eastern part of the former Coast Province and it borders Kwale County to the South West, Kilifi County to the North and the Indian Ocean to the East. It lies between latitudes 3°56' and 4°10' south of the equator and longitudes 39°34' and 39°46' east. The county is divided into seven sub-counties, eighteen locations and thirty sub-locations. Mombasa County has a total population of about 1 million people with a population density of 3,200/km² according to the 2009 national census (Republic of Kenya, 2013).

The County is headed by a governor who is deputized by deputy governor. The County is further divided into six sub-counties, namely: Mvita, Jomvu, Changamwe, Kisauni, Nyali and Likoni headed by an Elected Member of Parliament each and further divided into thirty wards that are each headed by Elected Members of the County Assembly also known as Ward Representatives.

Mombasa County is a cosmopolitan town. There are many industrial setups in the county. Mombasa town also hosts large supermarket chain stores including Tusksys, Budget, Nakumatt and Naivas. Tourism and hospitality businesses with hotels, bars, restaurants, sports pubs, among other commercial activities are booming. The county has an international Airport - The Moi Airport situated in Changamwe area and is linked to the west by Mombasa –Nairobi road.

1.2 Statement of the Problem

Public organizations have continuously and repeatedly been faced with the need to change in order to render more efficient and better services to their citizens. Kenya's new Constitution envisages far-reaching changes encompassing transformation of the Kenyan state through new accountable and transparent institutions, inclusive approaches to government and a firm focus on equitable service delivery for all (World Bank, 2012).

In Mombasa County, absorption of budgeted funds stood at a high 84.1% on recurrent expenditure and 65.7% (up from 2.4% in 2015/2016) on development expenditure of while revenue collection was 48.7% of the annual target during the financial year 2015/2016 (Office of the Controller of Budget, 2016; Office of the

Controller of Budget, 2016). This low collection of revenue and slow absorption of development funds was attributed to the various challenges of devolution chief among them as cited in the report being structural challenge (Office of the Controller of Budget, 2016).

Further, in Mombasa County only 43.9% of the total population have access to improved water and sanitation (Ministry of Health, 2015). In the education sector, (net enrolment at Early Childhood Development centers stands at 57.4 as compared to national average of 73.6 (County Government of Mombasa, 2013; KNBS, 2016). Evidence suggests that in Mombasa County, a high proportion of strategic change initiatives fail causing significant financial impact where it is estimated that 15% of every shilling spent on strategic change initiatives is lost (Ministry of Devolution & Planning, 2015). Therefore, this justifies as why Mombasa County was chosen as the case study area.

Various studies have been conducted on the newly devolved government structures. Wamae (2014) studied the role of procurement function in enhancing performance on county governments. The study focused on procurement function and thus presenting a conceptual gap. The current study focused on strategic change management. Mugambi and Theuri (2014) studied the challenges encountered by devolved governments in Kenya in the budget preparation process. The study found that the planning process was not adequately done as per the stipulated guidelines. The study was biased on budget preparation process whereas the current study focused on strategic change management. Wambua (2014) examined decentralization of governments operations and services delivery by sector. The study found that there was an overlap in the role of the national government in delivery of services of some functions. The study focused on government operations only while the current study focused on strategic change management. This study therefore sought to fill the existing gap by analyzing the determinants which influence strategic change management in the County Government of Mombasa.

1.3 Research Objectives

This study was guided by the following objectives.

1.3.1 General Objectives

The general objective of this study was to examine the determinants of strategic change management in Mombasa County Government. In pursuing this objective, the following specific objectives were addressed.

1.3.2 Specific Objectives

The following specific objectives were examined;

- 1) To determine the effect of organization structure on strategic change management in Mombasa County Government.
- 2) To investigate the effect of organizational leadership on strategic change management in Mombasa County Government
- 3) To analyze the effect of organizational climate on strategic change management in Mombasa County Government.
- 4) To establish the effect of organizational culture on strategic change management in Mombasa County Government.

1.4 Research Hypotheses

This study was guided by the following null hypotheses:

H0₁: Organizational structure has no significant effect on strategic change management in Mombasa County Government.

H0₂: Organizational leadership has no significant effect on strategic change management in Mombasa County

H0₃: Organizational climate has no significant effect on strategic change management in Mombasa County Government

H0₄: Organizational culture has no significant effect on strategic change management in Mombasa County Government

1.5 Significance of the Study

Change is inevitable continuous process that determines long term direction and performance of organizations (Obudo & Wario, 2015). However, studies carried out show that up to 70% of global strategic change initiatives fail (Balogun & Hailey, 2008). Eggers & Singh (2009), argue that public sector change is riddled with difficulties and high failure rate. In addition, claims of successful change process in public organizations are often unreliable (Chaston, 2011)

Kenya implemented a new constitution in 2013 which restructured and made significant changes in how the Government discharges its duties and responsibilities to its citizens. Among the key changes included the formation of county governments which were entrusted with key responsibilities. To enable the newly formed county governments become operational new organizational structures had to be put in place (GOK, 2010).

The findings of the study will be useful to policy makers; among them the Ministry of devolution and planning, County governments, national government ministries, and government parastatals. This will be through informing them on the factors affecting strategic change management in the newly formed County Governments. As such, it will enable them to formulate frameworks which will overcome the mentioned impediments and hence avoid future pitfalls in the near future strategic change management activities.

To practitioners the results of the study will be useful in providing insights on what factors to avoid during change management initiatives in the County Governments. To scholars, the results will contribute to the existing knowledge on determinants influencing strategic change management in the newly formed County Governments and provide directions and recommendations for future research.

1.6 Scope of the Study

The study sought to examine the determinants of strategic change management in Mombasa County Government. The objective scope included organizational structure, organizational leadership, organizational climate and organizational culture as the strategic change management determinants. The study was informed by Kurt Lewin's Change Theory, Path-Goal Theory, Mintzberg's Theory and Dennison Culture Profile Theory. This study used positivism research philosophy and adopted both retrospective and cross sectional descriptive survey research design. The study was conducted among employees of the County Government of Mombasa.

The study chose Mombasa County as a high proportion of strategic change initiatives fail causing significant financial impact where it is estimated that 15% of every shilling spent on strategic change initiatives is lost (Ministry of Devolution & Planning, 2015). Therefore, this justifies as why Mombasa County was chosen as the case study area.

The study population was the 4,102 employees in Mombasa County as at April 2017. Among these employees, 38 are senior managers including: The Governor, deputy governor, members of county executive committees, chief officers and departmental directors while the rest are junior officers. Information was collected through questionnaires by junior officers and through interviews with senior managers.

1.7 Limitations of the Study

The study was carried out in Mombasa County Government hence there was a threat in making causal inference between the study variables, further projecting the findings to other public institutions might be limited since it described only the situation at the Mombasa County Government. This implies that the study findings was only an indication of what may be found in similar organizations. To cater for this limitation, the researcher adopted validated research instruments to allow for a much better representativeness of the findings.

Data was collected through questionnaires and interviews targeting Mombasa County officials and hence findings was threatened by truthfulness of the respondents as well as non-representation from junior officials in the study. To mitigate against this the findings from the study was compared against existing similar studies to validate arguments.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter laid down the theoretical underpinnings of the study as well as empirical review of other studies. The conceptual framework is also presented herein.

2.2 Theoretical Framework

The studies theoretical review is based on four theories that are relevant to strategic change management. These theories include by Kurt Lewin's Change Theory, Path-Goal Theory, Mintzberg's Theory and Dennison Culture Profile Theory. Each one of them is discussed in the subsequent sections.

2.2.1 Kurt Lewin's Change Theory

Lewin's theory was developed by Kurt Lewin back in the 1940s and was designed to explain the process of changing people's behavior during a change process. Lewin's theory is based on the three phases of unfreezing, changing, and refreezing (Degnegaard, 2010). In the unfreezing stage Lewin believed that human behavior is based on quasi stationary equilibrium supported by a complex field of driving and restraining forces and as such the status quo needs to be destabilized (unfrozen) before the old behavior can be discarded (unlearnt) and a new behavior successfully adopted (Chepkemoi & Moronge, 2015). The unfreezing stage is considered not to be an easy task since it means breaking open the shell of complacency and self-righteousness which at times bring about an emotional stir up (Lewin, 1997). After unfreezing, the organization goes through the changing/transition phase where the organization makes the changes that are needed as per the motivation created in the unfreezing phase. According to Chepkemoi and Moronge, the transition phase is considered the hardest since the people are unsure or even fearful and takes considerate amount of time since people are learning about the changes and need to be given time to understand and work with them.

After the refreezing phase, the organization is taken through a moving phase. In this phase the organization is changed and altered according to the change in question. In Lewin's view, this phase required iterations of action, evaluation, and iterations. Lastly, according to Lewin, the organization must go through a re-freeze phase to ensure that the change will remain (Degnegaard, 2010). In this phase the changes are accepted and become the new norm while people form new relationships and become comfortable with their routines, however this is anticipated to take significant time (Chepkemai & Moronge, 2015).

This theory is relevant to this study because it explains that strategic change should be a gradual process and that in each stage of the outlined change process, different change management strategies have to be employed to ensure the success of the strategic change process in Mombasa County. This theory was relevant as it influences all the four independent variables. Further, this theory elaborates that organizational structure, organizational leadership, organizational climate and organizational culture should be aligned and in harmony with the organizational change goals in an institution in this case Mombasa County.

2.2.2 Path-Goal Theory

Path-goal theory, originally developed by Martin G. Evans in 1970 and later modified by Robert House in 1971, was designed to identify a leader's most practiced style as a motivation to get subordinates to accomplish goals (Polston-Murdoch, 2013). Path-goal theory is primarily a theory of task and person oriented supervisory behavior which does not concern the leadership of entire organization, rather only the specified work unit with regards to achievement of a specific goal at a specific time (Prieto & Phipps, 2009; Malik, 2012). In this theory, leader behavior is acceptable and satisfying to the extent that the subordinates see such behavior either as an immediate source of satisfaction or instrument to future satisfaction (Lunenburg & Ornstein, 2011). The theory assumes that that subordinates will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile (Northouse, 2007).

According to this theory, a leader behavior is predicted to be motivational if: (1) it reduces roadblocks that interfere with goal accomplishment (2) it provides guidance and support needed by subordinates (3) it ties meaningful rewards to goal accomplishment (Kreitner & Kinicki, 2007). According to path-goal leadership, the effectiveness of leader is influenced by the interaction of leader behaviors (directive, supportive, participative and achievement-oriented) with two types of contingency factors including, subordinate characteristics and environment, that cause one leadership style to be more effective than another (Kreitner & Kinicki, 2007). Path Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision (Abbas, Asghar, & Niss, 2010). Thus leader role is to align individual goals with organizational goals and facilitate the achievement of such goals by encouraging them to achieve these goals, clarifying the path towards goal attainment and ensuring that goals are valuable to followers (Malik, 2012).

This theory was relevant to the leadership independent variable of this study because it clarifies that for any effective desired change process, the leader should take a key role by creating working environments that reduce barriers that hinder implementation of the desired change status, providing guidance to the employees by clarifying unclear and uncertain paths, and motivating employees to work tirelessly towards the desired organizational change status in our case in Mombasa County.

2.2.3 Mintzberg's Theory

Mintzberg's Theory was developed by Henry Mintzberg in 1984. The theory suggests that organizations can be differentiated along three basic dimensions: (1) the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; (2) the prime coordinating mechanism, that is, the major method the organization uses to coordinate its activities; and (3) the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process (Mintzberg, 1984; Lunenburg & Ornstein, 2011). Mintzberg sees an organization as composed of five segments, namely: a 'strategic apex' comprising the chief executive and directors; then,

proceeding down the operational line, a ‘middle line’ of operational management, followed by the ‘operating core’ of those directly involved in supplying the firm’s goods and services; on either side of the operational line (traditionally called ‘the line’ in classical thinking) are (i) the ‘techno-structure’ comprising functional specialists and advisors, and (ii) the ‘support staff’ who provide corporate services (and who in classical terms would be seen as ‘staff’ employees) (Liu, 2009).

Using the three basic dimensions key part of the organization namely: prime coordinating mechanism, and type of decentralization, Mintzberg suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy (Lunenburg, 2012). Indeed, in response to different environmental circumstances, the organisational structure is conditioned by decisions regarding the internal organisational level in general and design variables in particular (centralisation, standardisation and differentiation), both of which are governed by organizational leaders’ perceptions and preferences in response to external contingency factors (Achcaoucaou, Bernardo & Bernardo, 2009). This theory was relevant to the organizational structure variable of this study because it differentiates the organization along three basic dimensions which results into five structural configurations. Further, it elaborates that some organizational structures promote organizational change while some organizational structures act as roadblocks towards the desired organizational change.

2.2.4 Dennison Culture Profile Theory

Dennison Culture Profile Theory was proposed by Daniel R. Denison in 1995 and asserts that organizational culture is the deeply rooted values and beliefs that are shared by personnel in an organization developed and adopted through mutual experience and which help them determine the meaning of the world around them and how to behave in it since it determines the right way in which things are done or problems should be understood in the organization (Sun, 2008; Janićijević, 2012). The Denison Organizational Culture Theory illustrates four dimensions of culture, that is, adaptability, mission, consistency and involvement (Desson & Clouthier,

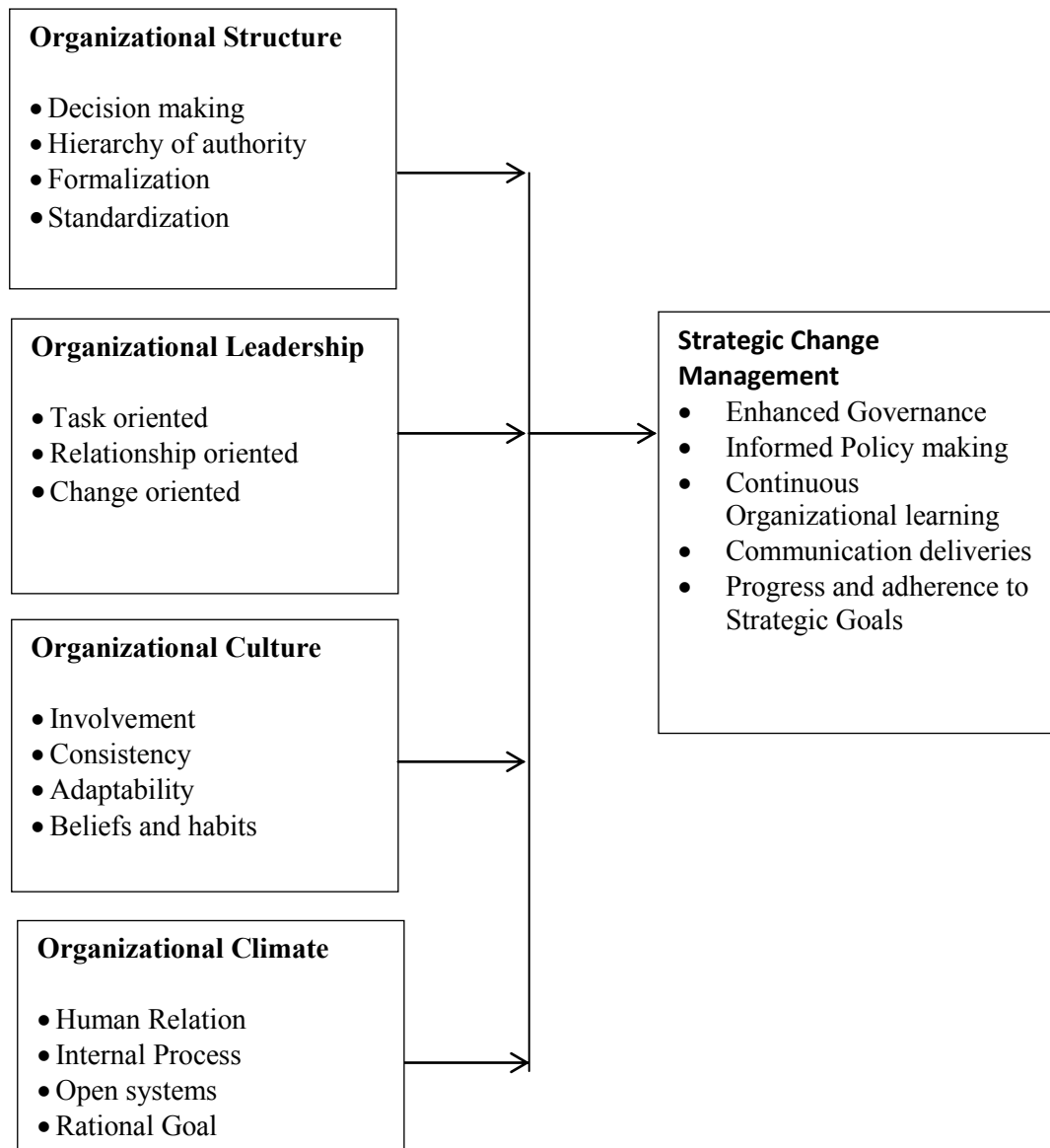
2010). According to this theory framework, a strong culture is represented by high scores in the involvement, consistency, and mission and adaptability cultural traits when compared to a norm group of high performing organizations (Denison, Nieminen, & Kotrba, 2012).

Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers (Ayiecha & Senaji, 2014). Organizational culture determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Ekwutosi & Moses, 2012). This leads to the presumption that organizational culture has an impact on the way in which an organization changes, and that matching of organizational culture and change strategy will improve the efficiency of the change process. In this theory, people should be aware that cultural change is a transformation process; behavior must be unlearned first before new behavior can be learned in its place (Van Vliet, 2014). When a difference arises between the desired and the prevailing culture, cultural interventions should take place.

This theory is relevant to the organizational culture variable of this study as it highlights four different facets of culture which positively influence the change management process in an institution such as Mombasa County. Further, this theory explains that strong organizational culture has been found to foster a positive response to intended change while a weak organizational culture tends to create a hostile environment for the desired organizational change.

2.3 Conceptual Framework

Conceptual framework is a written or visual presentation that explains either graphically, or in narrative form, the main things to be studied, it indicates the key factors, concepts or variables and the presumed relationship among them (Miles & Huberman, 2014). A conceptual framework consists of independent variables that cause changes in the dependent variable. The conceptual framework is shown in Figure 2.1.



Independent Variables

Dependent Variable

Figure 2.1: Conceptual Framework

2.3.1 Organization Structure

Organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met (Elsaid, Okasha, & Abdelghaly, 2013). Organizational structure specifies the firm reporting relationships, procedure, controls, authority and decision making process (Hitt, Ireland, & Hoskisson, 2016). Organizational structure can also be seen as the location of decision-making responsibilities in the firm, the formal division of the organization into subunits, and the establishment of integrating mechanisms to coordinate the activities of subunits (Hill, Schilling, & Jones, 2016). According to Namoso (2013), organizational structure should entail decision making, hierarchy of authority, formalization, and standardization. Further, the configuration of organizational structure impedes or facilitates the capacity of the company to adapt to change, to learn, to innovate or to improve its ability to generate added value for its customers (Martinez-Leon & Martinez-Garcia, 2011).

Organizational structure can be seen as a component of centralization, formalization and standardization (Andersson, Zbirenko & Medina, 2014). Centralization is the concentration of decision making authority and is composed of hierarchy of authority (the concentration of decision making authority in performing tasks and duties) as well as participation in decision making. Formalization on the other hand is the amount of written documentation in the organization which indicates the extent to which job tasks are defined by formal regulations and procedures to standardize operations in organizations (Zakrzewska-Bielawska, 2008). Standardization is the extent to which employees work according to standard procedures and rules in an organization which ensures that employees complete their duties and tasks in the required manner, and therefore, ensures that an employee's actions and behaviors are routine and predictable (Al-Qatawneh, 2014). Further, organizations can either be characterized as vertically structured or horizontally structured (Darus, Noor, & Abidin, 2014). According to Chen, Huang, and Hsiao (2010), vertically structured organizations have specialized tasks, a strict hierarchy with many rules (formalization), vertical communication and reporting systems, few teams or task forces, and centralized decision-making while horizontal structure involves shared

tasks and empowerment, a more relaxed hierarchy with fewer rules, horizontal face-to-face communication, more teams or task forces, and decentralized decision-making.

2.3.2 Organizational Leadership

Leadership/leader is either a person who is in charge and has authorities to take decision and also has powers to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability (Abbas, Asghar, & Niss, 2010). Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively (Obudo & Wario, 2015). Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations.

According to Mosadegh and Yarmohammadian (2006); Faghihi and Allameh (2012), organizational leadership assumes three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. Relationship-oriented leaders socialize and build relationships, and through the formalization of relationships, leaders foster a sense of teamwork and cohesion that promotes positive relationships throughout the organization's atmosphere (Holloway, 2012). Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations (Namoso, 2013). Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes (Chepkemai & Moronge, 2015).

In the public sector change leadership has been found to contribute to change recipients' commitment to change by providing high-quality change communication and stimulating employee participation in the implementation of change. However, red tape perceptions of change recipients and a low reliance on a transformational leadership style impede the potential of change leadership to bring about employee participation in the implementation of change (Van der Voeta, 2015). Moreover,

transformational leadership behavior of direct supervisors is an important contribution to the successful implementation of change (Van der Voeta, Kuipers, & Groeneveld, 2015). Implementation of strategic reforms and management systems requires ownership and support at the highest political and bureaucratic levels (Muthaura, 2010).

2.3.3 Organizational Climate

Organizational climate may be defined as the shared perceptions of and the meaning attached to the policies, practices, and procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected (Schneider *et al.*, 2011). According to Schein (2010); Zohar and Hofmann (2012) organizational climate involves Human Relations, Internal Processes, Open systems and Rational Goals. Until the past two decades or so there have also been significant differences in the methods used to study climate and culture, with the former having been characterized by employee surveys and the latter by qualitative case studies (Schneider *et al.*, 2011; Zohar & Hofmann, 2012).

Furthermore, Schneider *et al.* (2013) contended that the practices that senior managers introduce and the values they communicate determine both climate and culture. So according to the first view, climate is derived from individual psychological process, while culture is found at the unit level and derives from social interaction. This is an indication that organizational climate is a function of social interaction between the transactions of business, that is, the buyer who are the consumers, seller who are the employees and the management who are the policy maker of the organization. Denison (2016) who belongs to the same school of thought with Schneider *et al.* (2013) maintained that despite the growing overlap between cultural and climate studies and possibilities for cross-Fertilization between them, there are important differences between culture and climate.

Organizational climate emanates from the internal environment and is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization (directly or indirectly in the work environment), which reflect the established norms, values and attitudes of the

organization's culture and influences individuals' behavior positively or negatively (Castro & Martins, 2010). Organizational climate may be defined as the shared perceptions of and the meaning attached to policies, practices, and procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected (Schneider & Barbera, 2014). Organizational climate reflect the surface-level manifestations of employee behavior patterns (Schneider, Ehrhart, & Macey, 2013). This means there is a connection between organizational climate and culture, however, organizational climate describes events and experiences and represents the patterns of behavior of employees, whereas culture is explored when individuals are asked why these patterns of shared values, common assumptions and beliefs exist (Schneider, 2000; Agarwal & Nupur, 2014).

Organizational climate constructs have been touted to include four quadrants in the Organizational Climate Measure (OCM): first is the human relations quadrant comprising of involvement, autonomy, supervisory support, integration, welfare, training, and effort; secondly is the internal process which includes formalization and tradition; thirdly is the open systems quadrant including reflexivity, innovation & flexibility, and outward focus; and fourthly is the rational goal which includes clarity of organizational goals, pressure to produce, quality, performance feedback, and efficiency (Patterson *et al.*, 2005).

2.3.4 Organizational Culture

According to Schein (2014) organizational culture are the practices and behaviors of the employees in a given organization which has been in use for long and defines the organizational orientation. It also shows how the staff thinks, acts, reacts and responds to the various needs of the organization. In Ng'ang'a and Nyongesa's (2012) definition, organizational culture is a design of shared elementary assumptions which is learned by an organizational group for solving their problems for internally integrating and externally adopting strategies which have worked well in the past to be assumed as valid and therefore transferred to any new members for the adaptation in the organization. Magee (2012) adds that organizational culture is connected inherently to the practices in the organization to influence performance of

the employees, the history of the organization which is embedded on its cultural conduct together with the contemporary methods of operation which guides the expectations of the employees and the behaviors and norms to be accepted in the future of the organization.

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2008). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time (De Bono, Jones, & Van Der Heijden, 2011). Organizational culture is also referred to as a set of important assumptions (often unstated) that members of an organization share in common (Salama, 2012). Every organization has its culture. Numerous and diverse organizational culture type classifications can be found in literature (Denison & Mishra, 1995; Cameron & Quinn, 2011; Deal & Kennedy, 2011). The Denison Cultural Profile will be adopted in this study. According to Desson & Clouthier (2010), there are five basic features of organizational culture: a shared understanding of the organization's mission; values that guide decision-making and activity at all levels in the organization; the focus and management style of senior officers; how employees think of their relationships with management, one-another, partner organizations, and clients; and how an organization conducts its day-to-day business.

Organizational culture characterize a setting and are taught to newcomers as the proper way to think and feel communicated by myths and stories people tell about how the organization came to be the way it is as it solved problems associated with the external adaptation and integration (Schein, 2010; Zohar & Hofmann, 2014). Because organizational culture shapes basic assumptions and values, it is considered to guide life in organizations (Schneider, Ehrhart, & Macey, 2013). Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers (Ayiecha & Senaji, 2014). Further, in order to transform a public service that by and large is characterized by corruption, low productivity, inefficiency, lack

of transparency and accountability to an accountable, responsive, functioning and performance based one, there must be change of both behavior and culture of the society (Lankeu & Maket, 2012).

2.3.5 Strategic Change Management

Strategic change is a way of changing the objectives of the company in order to obtain greater success (Belias & Koustelios, 2014). Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment (Rees & Hall, 2013). According to Naghibi and Baban (2011); Lynch (2009); Stoyanova and Hejndorf (2011), strategic change in institutions involves enhanced governance, informed policy making, continuous organizational learning, communication deliveries and progress and adherence to strategic goals.

However, it has been recognized that slow organizational change might run parallel to strategic change. Hence, actions, events or developments can be regarded as strategic when the whole organization, its nature and direction within its context are influenced and do not exist in vacuum (Collm, Schedler, & Rüegg-Stürm, 2011). In this study, strategic change is understood as change that has an impact on the overall organization and affects major subsystems. Chepkemai and Moronge (2015) emphasize that in managing change one needs to know the key elements to change which include: what is changing, why the change is taking place, who change impacts and how to monitor the changes throughout the process. In addition, when the components of leadership, shared vision, resources, skills, incentives, and strategy are collectively inherent in the system, there is likelihood of change taking place (Rajapakse, 2015)

Organizational change can be seen as going from a status quo situation, through a transformation phase, into the new situation which is the desired situation which the architects behind the reform initiative have developed (Degnegaard, 2010). The drastic change in the business scenario call for a speedy transformation of mission, vision, core values, core competence, management style, policy framework, management system, structures, process, renewal mechanism of an organization

(Kalyani & Sahoo, 2011). Balogun and Hailey (2008) identify eight contextual features which can be found in external, organizational, team, and/or the individual level of activities influencing change including: capability, time, scope, preservation, power, diversity, readiness, and capacity.

Bureaucracies have been consistently criticized for their failure to be optimally responsive to market conditions and customer demands in the public service since they perpetuate traditional and ineffective beliefs about organizational structure, process and performance, and leave disgruntled employees and customers in their wakes resulting in perpetual suboptimal performance (Hornstein, 2010). The reasons for strategic change in the public sector are mostly found in abrupt and predominantly exogenous jolts such as changing policies or legislation, technological change, top management replacements or reorganizations such as the joining together or the breaking up of public agencies (Anggraeni, 2014).

Prominently research on organizational change in public organizations has focused on the public management reform perspective on structures and processes of public sector organizations with the objective of getting them (in some sense) to run better (Van der Voeta, 2015). Whether public sector managers approve or not of the underlying factors that have brought about such changes, nonetheless they are responsible for dealing with these changes at an organizational level (Centre for Financial and Management Studies, 2016). However, the public management reform perspective is focused on the content and effects of organizational changes on the sector or national level rather than on the implementation processes of the individual organization thus contributing little insights about how the implementation of organizational change in the public sector is managed (D'Ortenzio, 2012; Kuipers, Kickert, & Higgs, 2013).

2.4 Empirical Literature Review

The section discussed previous related studies on organizational structure, organizational leadership, organizational climate and organizational culture and strategic change management. Each of the variable is discussed in the subsequent sections.

2.4.1 Organizational Structure and Strategic Change Management

In a study among Nakuru County Government employees, Mundia (2013) found that the organizational structure of the County Government instituted support for project implementation, decision on projects were made fast within the County Government, decisions were decentralized in managing projects and there consultations on issues affecting the projects. This study did not link the aspects of organizational structure and decision making to strategic change management within the county.

According to Namoso, (2013) Organizational structure is seen as the location of decision-making responsibilities in the firm, the formal division of the organization into subunits, and the establishment of integrating mechanisms to coordinate the activities of subunits. However, an organization's structure can depend on its size, the sector it operates in (public, private, or 'third sector' i.e. voluntary or charitable), the number of people it employs and its physical resources. Developing a structure that supports a firm's change initiatives is difficult because of uncertainty and dynamic environment hence it is a critical component of successful change management process (Namoso, 2013). Further, the configuration of organizational structure impedes or facilitates the capacity of the company to adapt to change, to learn, to innovate or to improve its ability to generate added value for its customers (Martinez-Leon & Martinez-Garcia, 2011).

According to Andersson, Zbirenko, and Medina, (2014) Organizational structure can be seen as a component of centralization, formalization and standardization (Andersson, Zbirenko, and Medina, 2014). Centralization is the concentration of decision making authority and is composed of hierarchy of authority (the concentration of decision making authority in performing tasks and duties) as well as participation in decision making. Formalization on the other hand is the amount of written documentation in the organization which indicates the extent to which job tasks are defined by formal regulations and procedures to standardize operations in organizations. Standardization is the extent to which employees work according to standard procedures and rules in an organization which ensures that employees complete their duties and tasks in the required manner, and therefore, ensures that an

employee's actions and behaviors are routine and predictable. Further, organizations can either be characterized as vertically structured or horizontally structured (Darus, Noor, & Abidin, 2014).

In a study among staff of Kakamega Municipal Council, it was concluded that training and lack of incentives was a major factor that affected strategic change management at the municipality (Situma & Kitiabi, 2012). Further the study found that the information technology changes and style of leadership in the municipality and the government as a whole appeared to be politically controlled making it difficult to effect devolution willingly. The study however was only based on qualitative approach.

A study by Khaunya, Wawire, and Chepng'eno (2015) notes significant progress made by the county governments in the strategy of decentralization. The study established that the Counties have been faced with a myriad of challenges that indeed stand in the way of the realized achievements, namely lack of political goodwill, inadequate funding, 'devolved' corruption, nepotism, inability to absorb some devolved functions, mistrust among stakeholders, different implementers of devolution with varied cultures and approaches, devolved bureaucracy, a bloated workforce with duplication of duties and internal political supremacy wars. This study however, was only limited to desktop research in its methodology.

2.4.2 Organizational Leadership and Strategic Change Management

Arham (2014) examined the effect of leadership practices on the execution of administrations SMEs in Malaysia. One hundred and ninety-three (193) proprietors and top supervisors of administrations SMEs in Malaysia participated in the study. The outcomes uncovered that: leadership behaviors and organizational performance of administrations SMEs; and transformational style contributed more fundamentally to the execution of SMEs than value-based administration conduct. The discoveries involve that authority conduct of leaders of SMEs is one of the fundamental components that impacts SMEs execution in the administrations area.

Amisi and Rotich (2015) conducted a study on the Management Challenges Facing Selected County Establishment in Kenya. The specific objectives that guided this study encompassed the following; Finding out how county structures, financing, staffing levels and leadership styles are having an effect on county establishment in Kenya. The scope of the study was be limited to the challenges facing implementation of the county governance system in Kenya. The study population used was the 14 counties that entailed 235 members of the county that include members of the county Assembly, Governors, senators, public service board members and three staff members from each of the counties. In this report questionnaires were used to acquire data. The data was analysed using IBM SPSS Statistics Package version 20. To ensure reliability of the instrument Cronbach's Alpha was used. The study provided two types of data analysis; descriptive and inferential. The descriptive analysis helped the study to describe the relevant aspects of the phenomenon under study. The frequencies, percentages, mean and standard deviation were determined. For the inferential analysis, the study used Pearson correlation and multivariate regression analysis techniques to establish the relationship between the independent and dependent variables. The study found out that Devolution creates sub-national entities which provide additional accountability mechanisms due to physical proximity making it easier for citizens to hold their local officials accountable for their performance while it also provides channels for expression and ensures that varying interests of stakeholders are balanced and decisions are made in a rational, informed and transparent manner.

In their study Achoch, Gakure and Waititu (2014), found a strong positive relationship between leadership style and transformation of public service reforms initiative leading to an effective leadership style which is an important source of competitive advantage to the organization. This study was however carried out among policy makers, senior managers and support staff in the Kenya civil service and further it did not explore other factors influencing public service reforms initiatives but only centered on the role of transformational leadership.

Masungu, Marangu, Obunga and Lilungu (2015), in their study among staff of Kakamega County Government, strategic leadership was found to positively affect government devolved systems performance. This study however did not evaluate the role of the three types of leadership, that is, task oriented, relationship oriented and change oriented leadership on the performance of the devolved system.

Özer and Tinaztepe (2014) looked to grill the key organizations as far as various leadership and test the impact of them on execution. The examination was connected to an import export organization in Turkey. The sample comprised of white-collared individuals who are working in administrative and non-administrative employment positions in various workplaces of the organization. An aggregate of 215 complete responses were utilized for examinations. As far as theory testing, the principal speculation of the examination was incompletely bolstered as just relationship-situated and transformational leadership style are fundamentally identified with firm execution. With regards to the second theory contrasted with other style transformational leadership strongly affected firm execution. At the point when the methods for authority style were thought of it as, was evident that in three nations most basic administration style is relationship-situated.

A study by Birasnav, Rangnekar & Dalpati (2011) suggest that transformational leaders motivate followers to accept and accomplish difficult goals that followers normally would have not pursued. Transformational leadership is made possible when leader's end values (internal standards) are adopted by followers, thereby producing changes in attitudes, beliefs, and goals of followers (Darus, Noor, & Abidin, 2014).

2.4.3 Organizational Climate and Strategic Change Management

Adeoye, Kolawole, Elegunde and Jongbo (2014) conducted a study on the Impact of Organizational Climate on Business Performance in Lagos Metropolis. The objective of the paper was to have a critical look at the impact of organizational climate on business performance in Lagos metropolis. The business performance is a function of the people within an organization and their environment i.e. $B.P=F(P \times E)$. Relevant literatures were reviewed. The paper adopted empirical study by

using some organizations through administration of 150 structured questionnaires while 120 were returned. The findings of the paper is that good organizational climate is necessary to achieve goals of the organization and that there is a significant relationship between organizational climate and business performance.

Arakal and Mampilly (2013) conducted a study on the Impact of Organizational Climate on Performance of Employees. This paper explores the significance of linking organizational climate and performance. The study recommends that in future managers must concentrate on building a good organizational climate, so that it leads to improving the performance of employees in the work place. If the climate is not favorable, employees will not be motivated to perform. Thus in order to improve the performance of employees, organizations must strive towards achieving a good organizational climate and pave the pathways of success.

Vashdi, Vigoda- Gadot and Shlomi (2013) conducted a study on Assessing Performance: The Impact of Organizational Climates and Politics on Public Schools' performance. This study examines multiple organizational climates and their relationship with politics and performance in public organizations. We argue that four types of climates (participative, innovative, leadership and service) impact employees' performance and public service outcomes, and that perceptions of organizational politics mediate these relationships. A theoretical model is suggested and examined empirically in a field study of 2102 teachers from 108 public schools and three major districts in Israel. Standard regressions and hierarchical linear model statistics are used to examine several hypotheses about the relationship between climate, micro- level performance and macro- level performance. The findings, both micro- and macro- level based, indicate that multiple climates in the school environment are positively related to teachers' satisfaction and organizational citizenship behavior. Furthermore, perceptions of politics and such micro- level performance indicators are also related to school level achievements.

The success of change depends on people's willingness to let go their current reality, have an ending got through a confused period in between (hell and the hallway), then a new beginning and illustrates what makes people react to the same environment in different ways. In his study in Mombasa County Government, Alande (2013) underscored the transitional authority to ensure effective change management to move from the former order of things to the desired future of a devolved system of government. However this study was carried out prior to the full operationalization of the devolved system.

2.4.4 Organizational Culture and Strategic Change Management

Chepkemoi (2015) conducted a study on the Challenges hindering effective strategic change management in counties in Kenya: a case of Nairobi County. The specific objectives of the study were to examine how implementation strategy, resource allocation, leadership and governance and organization culture affect effective change management. The study adopted a descriptive survey and the target population was 700 employees of Nairobi county government drawn for different departments. The sample size for the study was 70 respondents. A stratified sampling technique was carried out by involving all the targeted respondents and primary data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted for the data collection instrument. The data was analyzed with help of SPSS version 21 and Excel. The study adopted correlation and regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables under study. The analysis showed that leadership and governance had the strongest positive (Pearson correlation coefficient =.777) influence on effective strategic change management. In addition, resources allocation and implementation strategy and implementation strategy are positively correlated whereas organization culture had a negative association to effective strategic change management with Pearson correlation coefficient of .608, .667 and (-.643) with p-values of .029, .048, .013 and .041 respectively. The study established that leadership and governance was the most

significant factor. The study recommends for similar studies to be undertaken in other counties in Kenya for generalization of the findings of this study.

Chepkoech (2014) conducted a study on the Strategic Changes Brought about by Bomet County in Kenya to Improve Performance. The study used a case study research design. The target population was the executive committee of the County Government of Bomet. The study used purposive sampling technique to select the sample. Primary data collected using interview guides was analyzed using content analysis. From the findings, the strategic change management practices adopted by County Government of Bomet are; establishing change control process, people involvement in the strategic change process, adoption of new technologies, training of staff members. Therefore, County Government of Bomet has adopted diverse strategic change management practices. This would ensure that they managed change in the county systematically and ensure a smooth transition of the county government would be achieved. The county faced diverse challenges that slowed down the strategic change management process. The study recommends that the executives of County Government of Bomet should address the major challenges facing the management of strategic change to streamline the change process and enhance the success of the strategic change management in the county government. The executives of the County Government of Bomet should continuously evaluate the strategic change management initiatives being implemented in order to undertake the necessary correctional measures in the change process. The County Government of Bomet should conduct a search and pretest the different strategic change management practices to ensure that only the best practices are implemented.

D'ortenzio (2012) in his study on Australian companies noted that there are factors which tend to influence the organizational planned change process. This study noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. However, it was noted that

organizations that exhibited lean structures, strong leadership, conducive organizational environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.

In a study among Iranian Bank employees it was found out that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success were significantly associated with strategy implementation (Ahmadi, Salamzadeh, Daraei, & Akbari, 2012). But this study was only limited to organizational culture.

In another study on the how staff resistance, capacity and skills of IFMIS users affected implementation of Integrated Financial Management Information System (IFMIS) in County Governments in Kenya, it was found that staff resistance negatively influenced IFMIS implementation (Kahari, Gathogo, & Wanyoike, 2015). Further in this study, there was positive relationship between capacity and skills of IFMIS users and its implementation. This study also inferred that there was uncertainty on whether county government had instituted strategies to minimize resistance to change. Although in this study IFMIS was approached as a strategic change component, its management was only related to financials services alone in the county government systems and therefore left out other components like general leadership, culture, structure and climate in the counties.

2.5 Critique of Existing Literature

In a study of some selected County Governments in Kenya it was reported that a majority of employees disagreed with the view that the counties responds calmly to events and people in the County and that leaders consider facts and feelings when making decisions. A majority of these employees however agreed that the leaders were willing to change their view point in the face of new information and that leaders regards challenges as opportunities (Amisi & Rotich, 2015). Although this study claimed to investigate leadership influence on implementation of the county governance system in Kenya, it did not empirically assess the implementation and

also failed to account for the three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership.

In a study conducted in Nairobi County, the analysis showed that leadership and governance as well as resources allocation had the strongest positive influence on effective strategic change management (Chepkemai & Moronge, 2015). In addition, organization culture was found to have negative association to effective strategy implementation. However this study was based on the view of respondents on the extent to which each factor under consideration was deemed to affect strategic change management and also failed to account for the theoretical dimensions of leadership and culture.

In another study in Bomet County it was found out that the strategic change management practices adopted included; establishing change control process, involvement of people in the change process, adoption of new technologies and recruiting new staff (Chepkoech & Yabs, 2014). It was also reported that the county faced various challenges which hindered the effectiveness of the change process including; resistance to change from the county staff due to fear of loss of power, limited resources, divergent perceptions between the managers and subordinates about strategic change and lack of human capacity. This study however, was limited to adopted strategic change management practices and challenges encountered in adoption of these practices.

A study among government ministry departments Meru South sub county in Tharaka Nithi concluded that effective communication, strong leadership and team work and stakeholder's involvement significantly affected change management (Obudo & Wario, 2015). However this study was based on the respondent's perception of the extent of which the factors under consideration affected change management. Also the study focused on the national government's ministries only.

A study by Sidi (2013) among employees of the county governments it was found that 65 percent felt that their county leadership had enabled effective devolved governance strategy implementation, 63 percent were of the opinion that the leadership at the county level were competent enough to implement devolved

governance strategy, 65 percent felt the leadership at the county promoted facilitation and coordination of citizen participation in the development of policies and plans and delivery of service to a great extent. Although this study explored institutionalization of devolved governance, it did not consider the influence of organizational structure, organizational climate and organizational culture on institutionalization of devolved governance.

2.6 Research Gaps

Various studies have been conducted on the newly devolved government structures. Wamae (2014) studied the role of procurement function in enhancing performance on county governments, Mugambi and Theuri (2014) studied the challenges encountered by devolved governments in Kenya in the budget preparation process. The study found that the planning process was not adequately done as per the stipulated guidelines. Wambua and Kiruthu (2014) examined decentralization of governments operations and services delivery by sector. Chepkomoi and Moronge (2015) studied the challenges hindering strategic change management in Nairobi County.

In this study, variables such as organizational resources, strategic change management, organizational culture, and organizational leadership were examined. This study did not examine the underpinning dimensions of organizational culture and leadership with respect to their respective theories. First, culture was examined in terms of beliefs, teamwork, and rituals. Second, leadership was examined under planning, policy and politics sub variables. This current study sought to fill a gap in literature by not only examining two more variables which were not studied in the previous study carried out in Nairobi County but also sought to analyze organizational culture and organizational leadership using validated instruments in this fields. Organizational culture was examined using Denison's cultural profile which according to Carroll (2015) is the most widely used instrument of profiling organization culture. Finally, Organizational leadership was examined using task orientation, relationship orientation and change orientation.

2.7 Summary

This chapter reviewed the various theories that explain the independent and dependent variables. The reviewed theories were analyzed for relevance to specific variables. This chapter explored the conceptualization of the independent and the dependent variables by analyzing the relationships between the two set of variables. In addition, empirical review was conducted where past studies both global and local were reviewed in line with the following criteria, title, scope, methodology resulting into a critique of the literature. It is from these critiques that the research gap was identified.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter shall deal with the research design, a brief description of the study site and the study sample and also the selection methods of data collection, the data collection process and techniques of data analysis that was adopted by the study.

3.2 Research Design

Research design is the scheme, outline or plan that is used to generate answers to research problems. This study adopted cross sectional and descriptive survey research designs. This choice of design is based on the fact that the study sought to obtain information that describes existing phenomena by asking individuals their perception about change management. Descriptive designs can be used to explore and/ or explain existing status of two or more variables. In this case it was used to explain the relationship between the independent variables and the dependent variables. A retrospective study occurs after an event of interest has happened while cross sectional study is used to address study questions where the focus is on the current state of the phenomenon of interest (Rose, Spinks, & Canhoto, 2014; Hassett & Paavilainen, 2013).

This study assessed strategic change management on how transitioning from central governance to devolved system has been managed. The study sought to identify the prevailing organizational culture, organizational climate and organizational leadership at a specific point in time across existing employees of the county government. The researcher in this study sought to describe how these variables influence strategic change management. This design allowed the researcher to describe the situations on the ground and explore relationships between the prevailing situations. The benefit of a cross-sectional study design is that it allows researchers to compare many different variables at the same time however they are limited to the fact that they are carried out at one time point and give no indication of

the sequence of events (Levin, 2006). Retrospective design on the other hand helps in understanding how previous events happened but is limited to the memory of the respondents.

3.3 Target Population

This study was conducted among employees of the County Government of Mombasa. According to the Mombasa County Report (2017), the county had 4, 102 employees. Among these employees, 38 are senior managers including: The Governor, deputy governor, members of county executive committees, chief officers and departmental directors while the rest are junior officers. The staff were mostly (63.6%) absorbed from the defunct local authorities while 36.4% were either seconded from the national government or were new recruits by the county service boards. This study was conducted among senior managers and junior staff. This is because the senior managers are in-charge of policy formulation while junior staff are in-charge of implementation of policies formulated. The target population is as shown in Table 3.1.

Table 3.1: Mombasa County Employees

Departments	Senior	Junior	Total
Finance and Economic Planning	3	144	147
Agriculture, Livestock Development and Veterinary Services	3	144	147
Water, Environment and Natural Resources	3	529	532
Health Services	3	1524	1527
Education and Children	3	214	217
Lands, Planning and Housing	3	140	143
Transport and Infrastructure	3	365	368
Youth, Gender and Sports	3	91	94
Trade, Energy and Industry	3	246	249
Tourism and Culture Development	3	51	54
County Public Service Board	3	23	26
County Executive	5	593	598
Total	38	4064	4102

Source: Mombasa County Government (2016)

3.4 Sampling Frame

The sampling frame is the physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2006). According to Nicholas (2009) sampling frame defines the population from which the sample will be drawn and to which the sample data will be generalised. Mugenda and Mugenda (2012) define sampling frame as a complete listing of all the units of the population which is purposely used to draw random samples. In this study, sampling frame will comprise of the 12 departments in Mombasa County.

3.5 Sample Size and Sampling Technique

As at April 2016, the County had 4102 employees: 38 are senior managers including the Governor, deputy governor, 12 members of County executive committees, 12 chief officers and 12 directors. Since the County is organized into 12 departments, these departmental heads were sampled such that one key informant was recruited for the study. Therefore, there were at least 12 key informants in the study. The 12 key informants were picked using purposive sampling method. There are 4064 junior employees. The list of these junior officers were drawn to represent the study sampling frame from which respondents were drawn from. The sample size of junior staff to be involved in this study was determined by the Yamane (1967) formula as cited in Israel (2013) as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where;

n = sample size

N = the total population of the junior staff (4064)

e = margin of error (0.05 degree of precision)

Using the formula given above, the sample size was calculated as follows;

$$n = \frac{4064}{1 + 4064 \times 0.05^2} = 364.1 \approx 364$$

Therefore, 364 junior staff were involved in the answering of questionnaires in this study. The junior staff respondents were distributed proportionately according to the departments as shown in Table 3.2.

Table 3.2: Sample Size

Departments	Total	Proportion	Sample
Finance and Economic Planning	144	0.0354	13
Agriculture, Livestock Development and Veterinary Services	144	0.0354	13
Water, Environment and Natural Resources	529	0.1302	47
Health Services	1524	0.3750	137
Education and Children	214	0.0527	19
Lands, Planning and Housing	140	0.0344	13
Transport and Infrastructure	365	0.0898	33
Youth, Gender and Sports	91	0.0224	8
Trade, Energy and Industry	246	0.0605	22
Tourism and Culture Development	51	0.0125	5
County Public Service Board	23	0.0057	2
County Executive	593	0.1459	53
Total	4064	1	364

Stratified random sampling was adopted where the sample size was apportioned as per the sample size. These staff were drawn from the existing departments within the county governance structure as contained in the study sampling frame which was inclusive of all junior officers in the county. In addition, at least one key informant was drawn from each of the ministries within the county. Purposive sampling was used to sample the senior staff in the 12 departments. This was appropriate since most of the senior managers in the county were deemed too busy and therefore availability to answer to the study instruments was based on their convenience.

3.6 Data Collection Methods

The research used survey questionnaires and key informant interviews as the main research tools. The use of questionnaire was considered appropriate since the data was generated from primary source. Structured questionnaire was used to collect data from the sampled junior staff. Questionnaires to be used contained both closed ended and open ended questions. A five point Likert-scale was used in designing closed ended questions where respondents were asked to rate their opinion from two extremes e.g. “strongly agree and strongly disagree”. In addition, interviews were used to collect data from key informants (senior managers) which acted as a back-up of data from the questionnaire.

3.7 Data Collection Procedures

Leavy (2015) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. Some of the questionnaires were self-administered with the help of two research assistants while others were administered via mail. The questionnaires were administered through two methods a drop and pick method and mail survey due to the busy schedules of the respondents.

To enhance the response rate, the study did put into consideration the research ethical issues that include confidentiality and anonymity. This study explained to the respondents the importance of the study and did seek informed permission prior to the research date. The study assured the respondents of the confidentiality and anonymity of their identities, the respondents were briefed in cases where there were challenging questions; otherwise voluntary participation by respondents was enhanced, the data collection method were freed from emotional harm to respondents and that only respondents competent enough to address the objective were considered.

3.8 Pilot Testing

The researcher pre-tested the data collection tools and ascertain their accuracy before the main data collection exercise begins. The completeness of the tools was ensured by proof reading before pre-testing was done. This ensured that corrective measures are applied against any ambiguities that may arise during data collection instruments formulation process before administering of the instruments. In addition, the researcher oversaw the administration of the instruments in the areas of study to ensure they were properly administered. According to Kothari (2004), 5%-10% of the sample size is recommended for pilot analysis. This pre-testing of instruments was carried out in 10% of the sample size. Thus 2senior managers and 36 junior staff in Mombasa County were used for sample analysis and were not involved in the main study. This represented a 10% of the actual sample which is within the 10% to 20% recommended by (Baker &Bowers, 1994).This allowed for modification of questionnaires and interviews to improve their validity and reliability.

3.9.1 Reliability

This refers to the extent to which measures are repeatable over time in different scenarios (Leavy, 2015). Reliability is grouped in to external reliability (which is the extent by which a study can be replicated in different sites) or internal reliability (which is the extent by which members of a research team were in agreement in their observations during the data collection exercise) (Bryman & Bell, 2015). Reliability analysis was done to evaluate survey constructs. Reliability analysis was evaluated using Cronbach's alpha. Sekaran and Bougie (2013) argued that coefficient greater than or equal to 0.7 is acceptable for basic research. The results are shown in Table 3.3.

Table 3.3 Summary of Reliability Coefficient of the Study Variables

Variables	Number of items	Reliability Cronbach's Alpha	Comments
Organization Structure	19	0.758	Accepted
Organizational Leadership	19	0.920	Accepted
Organizational Climate	21	0.916	Accepted
Organizational Culture	12	0.914	Accepted
Strategic Change Management	21	0.965	Accepted

The findings on Table 3.3 indicated that organization structure, organizational leadership, organizational climate, organizational culture and strategic change management had Cronbach alpha of 0.758, 0.920, 0.916, 0.914 and 0.965 respectively. All variables depicted that the value of Cronbach's Alpha are above value of 0.7 thus the study variables were reliable. This represented high level of reliability. The reliability results agree with those of Saunders *et al.* (2009) that a reliable measurement is one that if it will be repeated for a second time, it will give the same results as in the first case.

3.9.2 Validity

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Golafshani, 2003). Validity is the accuracy and meaningfulness of inferences which are based on the research results. The researcher assured external validity through literature review and through adopting the questionnaires that were designed to answer the intended research question. An instrument is said to be valid if it measures what it claims to measure. The study adopted previously validated instruments where it exists with slight modifications while where there is no validated instrument validity of the instruments was ascertained through consultation with various experts in the department. The experts analyzed the content of the questionnaires and interview schedules. Their suggestions was sued in all instruments.

3.9 Data Processing and Analysis

At the end of each interview the filled questionnaires were cross checked for completeness and any missing entries corrected. The quantitative data collected were coded, processed and cleaned off any inconsistencies and outliers. The qualitative data was analyzed through the selection of concepts, categories and themes. It involved reading through the data and developing codes that draw similar connections between categories and themes. The researcher employed the use of the Statistical Package for Social Sciences (SPSS version 21) in the data analysis.

Descriptive statistics was used in formulating frequency tables, graphs and charts. Relationship between the independent variables and the dependent variable was established using multiple linear regression model. To determine this model, factor analysis was carried out among corresponding questions so as to allow formation of factors with the highest Eigen values which accounts for the highest variation in the variables. The factor analysis applied the principal component analysis which attempts to transform the original highly correlated independent variables into a set of uncorrelated principal components that are most highly correlated with the original independent variables (Tonidandel & LeBreton, 2010). The factors derived was regressed to determine the relationships of the variables as stated in the model below:

$$Y = B_0 + B_1X_1 + + BX_2 + B_3X_3 + + B_4X_4 + \varepsilon$$

Where

Y = Strategic change management

B_0 = Constant

B_1 = Coefficient for Organizational Structure

B_2 = Coefficient for Organizational Leadership

B_3 = Coefficient for Organizational Climate

B_4 = Coefficient for Organizational Culture

X_1 = Organizational Structure

X_2 = Organizational Leadership

X_3 = Organizational Climate

X_4 = Organizational Culture

ε = Error term

There was a linear relationship between each of the independent variables and the dependent variable. Multiple Regression Analysis in this case served to answer three main questions, namely: first is to test presence and magnitude of the effect of one unit change in one independent variable individually while controlling the effects of the other independent variables on the strategic change management, secondly, it will serve to estimate the total effect of the independent variables on the strategic change management, thirdly it will enable to test whether there could be an interaction in the independent variables in their effect on the strategic change management. In this case, the enter method was adopted in determining the best model where all independent variables are entered into the equation at the same time. This is an appropriate analysis when dealing with a small set of predictors and when the researcher does not know which independent variables will create the best prediction equation (Leech, Barrett, & Morgan, 2014). Each predictor is assessed as though it were entered after all the other independent variables were entered, and assessed by

what it offers to the prediction of the dependent variable that is different from the predictions offered by the other variables entered into the model.

The main assumptions of multiple linear regression analysis include linearity, independence of errors, homoscedasticity, normality, and collinearity (Ballance, 2012). The linearity assumption is concerned with existence of a linear relationship between the dependent variable and independent variables both individually and collectively. This linearity assumption was assessed by visual examination of scatter plots of the standardized residuals and the predicted values. Independence of errors is concerned with whether errors are independent of one another. This error independence was tested using Durbin-Watson test. Homoscedasticity assumption is concerned with whether the variance of errors is the same across all levels of the independent variables. Homoscedasticity in this study was determined by use of Breusch-Pagan / Cook-Weisberg test. Normality assumption concerned with whether both independent and dependent variables are normally distributed. Normal distribution of the study variables was assessed using Shapiro Wilk test. Collinearity assumption assumes that all the independent variables are not correlated. Collinearity in this study tested using Tolerance and VIF.

3.10 Operationalization of Variables

The management of strategic change within the County was assessed on the dimensions of skills, incentives and governance based on the Organizational Change Management Self-Assessment Questionnaire designed by Sterling and Selesnick (2007). The organizational structure was measured using the dimensions of formalization, standardization and hierarchy of authority based on questions used by Patterson et al. (2005). Organizational Leadership was measured on the dimensions of task-oriented, relationship-oriented and change-oriented leadership based on behavior taxonomies of leadership developed by Yukl (2006) as used in Mangi, et al. (2011). Organizational climate was assessed on the dimensions of human relation, internal process, open systems and rational goals as contained in Organizational Climate Measure developed by Patterson, et al. (2005) while organizational culture

was assessed on the precincts of adaptability, mission, consistency and involvement of the Denison Culture Profile as utilized by Roldan & Bray (2009).

Table 3.4: Operationalization of Variables

Variable	Type	Source
Strategic change management	5-point Likert Scale	Sterling & Selesnick (2007)
Organizational structure	5-point Likert Scale	Patterson, et al. (2005)
Organizational leadership	5-point Likert Scale	Yukl (2006)
Organizational climate	5-point Likert Scale	Patterson, et al. (2005)
Organizational culture	5-point Likert Scale	Roldan & Bray (2009)

3.11 Diagnostic Tests

It was fundamental to guarantee non-infringement of the assumptions of the classical linear regression model (CLRM) before endeavoring to assess a regression analysis. Normality, Linearity, Heteroscedasticity, Autocorrelation and Multicollinearity were assessed to guarantee appropriate determination of the model.

3.11.1 Test for Normality

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviates grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests could be assessed with the normal distribution. Singh and Masuku (2014) state that if these tests are non-normality, then the data have either outliers, multiple modes, incorrect

measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirnov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H₀ if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analysed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

3.11.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight-line relationship.

3.11.3 Heteroscedasticity

Ordinary least squares (OLS) assumption stipulates that the residuals should have a constant variance (i.e. they should be Homoscedastic). Heteroscedasticity (that is unequal variance) of error term was checked using the modified Wald test. The rule of thumb is that if the p-value is less than the 5%, then, there exists a violation of the OLS assumption of constant variance of residuals. The presence of Heteroscedasticity was corrected through robust standard errors.

3.11.4 Multicollinearity

Multicollinearity is usually a situation in which there is a high degree of association between independent variables and dependent variable. The study will use large samples to solve the problem, as Multicollinearity is not known to exist in large samples. Multicollinearity was tested using variance inflation factor (VIF) in all the analysis. According to Myres (1990), a $VIF \geq 10$ indicates presence of Multicollinearity.

3.12 Hypotheses Testing

Test for this research hypothesis; t-test was used and the corresponding P-value computed; if $p\text{-value} < \alpha$ (α is the level of significance) then the null hypothesis was rejected. The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H_0 but if it is more than 0.05, the H_0 is not rejected.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

In the current chapter both descriptive and inferential analysis were applied to analyze the data. The results of the study are guided by the conceptualized relationship in the conceptual framework. In this chapter, response rate, validity, reliability and regression analysis assumptions. Further, descriptive analysis on background information and determinants of strategic change management in Mombasa County Government were presented.

4.2 Response Rate

The sample for the study was 364. A total of 36 questionnaires and 2 interviews were used for pilot testing. Thus, 328 questionnaires and 10 interviews were distributed after the pilot testing. This translated to 90.11% and 83.33% response rate of for the questionnaires and interviews respectively as summarized in Table 4.1. This response rate was appropriate since Kothari (2011) argued that 50% response rate is adequate, 60% good and above 70% rated as appropriate for analysis.

Table 4.1 Response Rate

Questionnaires	Frequency	Percentage
Returned	328	90.11%
Non returned (Pilot)	36	9.89%
Total	364	100

Interviews	Frequency	Percentage
Returned	10	83.33%
Non returned (pilot)	2	16.67%
Total	12	100

4.3 Demographic Characteristics of the Respondents

The study sought the background information of the respondents; Age distribution, gender distribution, marital distribution, level of education, religion distribution, household, income distribution and category distribution. Frequency and percentage were used to summarize the data which were presented using figures and tables.

4.3.1 Age Distribution

The respondents were asked to indicate their age. Table 4.2 shows that 34.3% of the respondents indicated that they were between 35-44 years, 29.7% of the respondents indicated that they were between 45-55 years. 19.2% of the respondents indicated that they were over 55 years, 14% were between 25-34 years, while only 2.7% of the respondents indicated that they were between 18-24 years. This implies that majority of the employees were middle aged employees. According to a study conducted by leadership development consultancy Zenger/Folkman (2017), younger employees are rated significantly more effective than their older counterparts and thus vibrant work output. The cross tabulation (chi square) test was used to determine if age has any significant influence on strategic change management. The results shown that age has a significant influence on strategic change management ($\chi^2 = 123.672$, p -value=0.001).

Table 4.2: Age of the Respondents

Age	Frequency	Percent	χ^2 (p-value)
18 - 24 years	10	2.7	
25 - 34 years	51	14.0	
35 - 44 years	125	34.3	
45 - 55 years	108	29.7	
Over 55 years	70	19.2	($\chi^2 = 123.672$, $p=0.001$)

4.3.2 Gender Distribution

The respondents were asked to indicate their gender. Results in Figure 4.3 show that 68% of the respondents were male while only 32% were female. This implies that majority of employees working in Mombasa County are male.

Table 4.3: Gender

Gender	Frequency
Male	68%
Female	32%

This agrees with a study by Ellis, Cutura, Dione, Gillson, Manuel and Thongori (2007) that in spite of women being major actors in Kenya's economy, and notably in agriculture and the informal business sector, men dominate in the formal sector citing the ratio of men to women in formal sector as shown in Table 4.3. The cross tabulation (chi square) test was used to determine if gender has any significant influence on strategic change management. The results shown that gender does not have any statistical influence on strategic change management ($\chi^2 = 10.478$, p-value=0.240).

4.3.3 Level of Education

The respondents were asked to indicate their highest level of education. The results are presented in Table 4.4.

Table 4.4: Education level of the respondents

Education	Frequency	Percent	χ^2 (p-value)
University	58	15.90	
College	176	48.40	
Secondary	124	34.10	
Primary	6	1.60	($\chi^2=166.981$, p=0.000)

Results in Table 4.4 show that 48.4% of the respondents had their highest level of education being college level, 34.1% of the respondents had their highest level of education being secondary, and 15.9% indicated that they had university qualifications while 1.6% of the respondents had their highest level of education being primary. This implies that the employees working in Mombasa County are skilled for the job. The cross tabulation (chi square) test was used to determine if education has any significant influence on strategic change management. The results shown that education has statistical influence on strategic change management ($\chi^2 = 166.981, p\text{-value}=0.000$)

4.3.4 Household Income Distribution

The respondents were requested to indicate their income levels. The results are presented in Table 4.5. Results show that 52.2% of the respondents had an income level more than kes50, 000, 19.9% of the respondents were had an income level of between kes40, 000-kes50, 000, 15.9% had income level between kes20, 000-kes30, 000, 9.9% indicated that they had income level between kes30, 000-kes40, 000 while only 2.2% of the respondents indicated that they earned less than kes20, 000. This implies that majority of the employees in Mombasa County earn more than kes50, 000 per month and thus were adequately rewarded for the services rendered to the county. The cross tabulation (chi square) test was used to determine if income levels has any significant influence on strategic change management. The results shown that income level has statistical influence on strategic change management ($\chi^2 =233.101, p\text{-value}=0.000$).

Table 4.5: Income of the respondents

Income, KES.	Frequency	Percent	χ^2 (p-value)
< 20000	8	2.2	
20000 - 30000	58	15.9	
30000 - 40000	36	9.9	
40000 - 50000	72	19.8	
> 50000	190	52.2	($\chi^2=233.101, p=0.000$)

4.3.5 Job Designation

Lastly, the respondents were requested to indicate their job category. The results are presented in Table 4.6. Results show that 41.2% of the respondents are previous local authority employees, 36.8% of the respondents were transferred from national government and 22% indicated that they are new county employees. This implies that majority of the employees in Mombasa County are Previous local authority employees. The cross tabulation (chi square) test was used to determine if job category has any significant influence on strategic change management. The results shown that job category does not have a statistical influence on strategic change management ($\chi^2 = 2.234$, $p\text{-value} = 0.723$).

Table 4.6: Job Category

Job Category	Frequency	Percent	χ^2 (p-value)
Transferred from national government	134	36.8	
Previous local authority employee	150	41.2	
New county employee	80	22	($\chi^2 = 2.234$, $p = 0.723$)

4.4 Factor Analysis

Factor analysis is an approach that involves condensing information contained in a number of variables into a smaller set of dimensions (factors) with a minimum loss of information (Baets, 2002). Factor analysis was conducted to assess the convergent validity of the hypothetical constructs (Mugenda & Mugenda, 2003). Factor analysis establishes threshold of variables to be considered for interpretation. Tabachnick and Fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). This was assessed using the value of standards loading of the indicators for the underlying construct the scores are to be statistically significant above 0.5 (Nunnally, 1978). Mabert *et al.* (2003) stated that factor loading with Eigen values (total variance) greater than 0.5 should be extracted and

coefficients below 0.49 deleted from matrix since they are not importance. It is conducted in order to reduce the data to a meaningful and manageable set of factors (Sekeran, 2006) and help analyse the structure of the interrelationships (correlations) by defining the factors.

Fit statistics are evaluated to determine which predetermined model(s) best explain the relationships between the observed and the latent variables. Hair *et al.*, (2010) described this as a primary statistical problem optimally estimating the parameters of the model and determining the goodness of fit of the model to sample data on measureable variables.

4.4.1 Factor Loading for Organizational Structure

Factor analysis was conducted on statements regarding Organizational Structure. Table 4.7 shows the set of sub variables under the variable organizational structure. Which according to Mabert *et al.* (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.7: Factor Loading for Organizational Structure

Statements	Factor Loading
Formalization	
It is considered extremely important here to follow the rules	0.750
People can ignore formal procedures and rules if it helps get the job done.	0.755
Everything has to be done by the book	0.606
It's not necessary to follow procedures to the latter.	0.691
Nobody gets too upset if people break the rules around here	0.746
Autonomy	
Management let people make their own decisions much of the time	0.741
Management trust people to take work-related decisions	0.719
People at the top tightly control the work of those below them	0.729
Management keep too tight a reign on the way things are done around here	0.839
It's important to check things first with the boss before taking a decision	0.785
Participation	
Management involve people when decisions are made that affect them	0.643
Changes are made without talking to the people involved in them	0.801
People don't have any say in decisions which affect their work	0.796
People feel decisions are frequently made over their heads	0.722
Information is widely shared	0.593
There are often breakdowns in communication here	0.591
Standardization	
The county has standardized operating procedures	0.934
The standardized procedures discourages creativity	0.872
One is not free to carry out duties assigned in his/her own way	0.925

4.4.2 Factor Loading for Organizational Leadership

Factor analysis was conducted on statements regarding Organizational Leadership. Table 4.8 shows the set of sub variables under the variable organizational leadership. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.8: Factor Loading for Organizational Leadership

Statements	Factor Loading
Help subordinates to resolve conflicts	0.702
Provide support and encouragement to subordinates	0.754
Express confidence in peoples for attaining objectives	0.760
Recognize contribution and accomplishment	0.814
Lead by examples	0.748
Socialize with the subordinates	0.570
Celebrate progress in implementing change	0.807
Interpret the conditions that need urgent change	0.855
Encourage views of peoples for improvement	0.512
Study competitors for getting ideas for improvement	0.794
At work, organize activities to improve performance	0.669
Explain rules, policies and standard operating procedures	0.790
Assign work to group or individual to achieve objectives	0.672
Experiment with new approaches to get objectives	0.692
Form task teams to implement change	0.728
Encourage innovative ideas of subordinates	0.648
Monitor operations and performance of subordinates	0.556
Resolve problems that disrupt the work	0.777
Emphasize the importance of efficiency at work	0.692

4.4.3 Factor Loading for Organizational Climate

Factor analysis was conducted on statements regarding Organizational climate. Table 4.9 shows the set of sub variables under the variable organizational climate. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.9: Factor Loading for Organizational Climate

Statements	Factor Loading
Human Relations	
This county pays little attention to the interests of employees	0.622
This county tries to be fair in its actions towards employees	0.723
Supervisors here are really good at understanding peoples' problems	0.643
Supervisors show that they have confidence in those they manage	0.648
People are suspicious of other departments	0.574
People in different departments are prepared to share information	0.572
People here always want to perform to the best of their ability	0.787
People are prepared to make a special effort to do a good job	0.787
Internal Processes	
Senior management like to keep to established, traditional ways of doing things	0.553
The way this organization does things has never changed very much	0.688
Management are not interested in trying out new ideas	0.565
Open systems	
New ideas are readily accepted here	0.697
Management here are quick to spot the need to do things differently	0.670
The county does not concern itself with what is happening in the market p	0.546
Ways of improving service to the customer are not given much thought	0.597
The methods used by the county to get the job done are often discussed	0.560
In this county, objectives are modified in light of changing circumstance	0.672
Rational Goals	
People have a good understanding of what the county is trying to do	0.660
Time and money could be saved if work were better organized	0.520
People usually receive feedback on the quality of work they have done	0.559
People here are under pressure to meet targets	0.605
Quality of service is taken very seriously here	0.599

4.4.4 Factor Loading for Organizational Culture

Factor analysis was conducted on statements regarding Organizational Culture. Table 4.10 shows the set of sub variables under the variable organizational Culture. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was drop dropped.

Table 4.10: Factor Loading for Organizational Culture

Statement	Factor Loading
Involvement	
Decisions are usually made at the level where the best information is available	0.806
Work is organized so that each person can see the relationship between his or her job and goals of the organization	0.817
There is continuous investment in the skills of employees	0.564
Consistency	
The leaders and managers 'practice what they preach'	0.792
There is a clear agreement about the right way and the wrong way to do things	0.542
There is good alignment of goals across levels	0.705
Adaptability	
Different parts of the organization often cooperate to create change	0.649
Customer input directly influences our decisions	0.583
We make certain that the 'right hand knows what the left hand is doing'	0.805
Mission	
Our strategy leads other organizations to change the way they compete in	0.796
People understand the needs to be done for us to succeed in the long run	0.565
Our vision creates excitement and motivation for our employees	0.699

4.4.5 Factor Loading for Strategic Change Management

Factor analysis was conducted on statements regarding Strategic Change Management. Table 4.11 shows the set of sub variables under the variable Strategic Change Management. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.11: Factor Loading for Strategic Change Management

Statement	Factor Loading
Examined external trends, issues and problems confronting it	0.571
Identified and discussed actual or potential crises or major opportunities	0.565
Established an increased sense of urgency around needed change	0.824
Put together a group with enough power to lead the change	0.878
Got the group to work together effectively as a team	0.627
Created a vision and strategy to help guide the change effort	0.761
Ensured that it had a shared vision and strategy	0.737
Continuously used every available vehicle to communicate the new vision a	0.834
Had the leadership team role-model the behavior expected of employees	0.871
Eliminated obstacles to the planned change	0.860
Modified systems or structures that undermine the change vision	0.505
Encouraged reasonable risk-taking and non-traditional ideas and actions	0.786
Focused on results rather than activities	0.514
Planned for visible short-term improvements in performance (quick “wins”)	0.598
Visibly recognized and rewarded people who make the wins possible	0.795
Monitored and adjusted strategies in response to problems in the change p	0.764
Aligned all policies, systems, structures and practices to fit each other	0.779
Hired, promoted and developed people who can implement the change vision	0.626
Reinvigorated the change process through new projects, themes and change	0.869
Articulated the connection between new behaviors and organizational success	0.872
Created processes to ensure leadership development and succession	0.837

4.5 Descriptive Statistics

This section contains descriptive analysis for organizational culture, organizational leadership, organizational climate, organizational culture and strategic change management. A Likert scale with options of strongly disagree, disagree, not sure, agree and strongly agree were presented for answering by respondents. The results were presented in form of percentages, mean and standard deviations.

4.5.1 Organizational structure on Strategic Change Management

The first objective of the study sought to determine the effect of organization structure on strategic change management in Mombasa County Government. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.12.

Table 4.12: Descriptive Analysis on Organization Structure

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Formalization							
It is considered extremely important here to follow the rules	8.5%	1.1%	4.9%	40.9%	44.5%	4.1	1.1
People can ignore formal procedures and rules if it helps get the job done	8.2%	4.9%	5.8%	29.1%	51.9%	4.1	1.2
Everything has to be done by the book	11.3%	2.2%	9.6%	37.1%	39.8%	3.9	1.3
It's not necessary to follow procedures to the letter around here	7.4%	7.1%	7.4%	26.4%	51.6%	4.1	1.2
Nobody gets too upset if people break the rules around here	8.0%	5.5%	6.0%	25.5%	54.9%	4.1	1.2
Autonomy							
Management let people make their own decisions much of the time	47.0%	19.5%	5.8%	11.3%	16.5%	2.3	1.5
People at the top tightly control the work of those below them	55.5%	25.0%	3.3%	1.6%	14.6%	2.0	1.4
Management keep too tight a reign on the way things are done around here	58.5%	22.5%	3.6%	2.2%	13.2%	1.9	1.4
It's important to check things first with the boss before taking a decision	58.8%	22.5%	3.8%	2.2%	12.6%	1.9	1.4
Participation							
Management involve people when decisions are made that affect them	26.1%	8.8%	17.9%	22.0%	25.3%	3.1	1.5
Changes are made without talking to the people involved in them	23.1%	23.6%	18.4%	10.7%	24.2%	2.9	1.5
People don't have any say in decisions which affect their work	27.2%	27.2%	14.6%	7.7%	23.4%	2.7	1.5
People feel decisions are frequently made over their heads	53.8%	22.0%	4.4%	4.4%	15.4%	2.1	1.5
Standardization							
The county has standardized operating procedures	9.6%	3.3%	9.9%	64.6%	12.6%	3.7	1.1
The standardized procedures discourages creativity	14.6%	4.4%	9.1%	59.6%	12.4%	3.5	1.2
One is not free to carry out duties assigned in his/her own way	11.3%	3.3%	9.1%	64.3%	12.1%	3.6	1.1
Average						2.2	1.3

Regarding formalization, results in Table 4.12 shows that majority 85.4% (40.9% + 44.5%) agreed that it is considered extremely important to follow the rules. The results had a mean response of 4.1 with a standard deviation of 1.0. This means that it is extremely important to follow the rules. Secondly, majority 81% agreed that people can ignore formal procedures and rules if it helps get the job done. The results had a mean response of 4.1 with a standard deviation of 1.2. This implies that people can ignore formal procedures and rules if it helps get the job done. Majority 76.9% strongly agreed that everything has to be done by the book. The results had a mean response of 3.9 with a standard deviation of 1.3. Further, majority 78% agreed that it is not necessary to follow procedures to the letter. The results had a mean response of 4.1 with a standard deviation of 1.2. This implies that the rules can be flexed. Moreover, majority 80.4% agreed that nobody gets too upset if people break the rules.

Regarding to autonomy, majority 66.5% disagreed that management let people make their own decisions much of the time. The results had a mean response of 2.3 with a standard deviation of 1.5. This means that management is not involved in decision making in most of the times. 64.6% disagreed that management trust people to take work-related decisions without getting people. The results had a mean response of 2.4 with a standard deviation of 1.6. 80.5% disagreed that people at the top tightly control the work of those below them. The results had a mean response of 2.0 with a standard deviation of 1.4. This means that there is a low level controls within the organizations. 81% disagreed that management keep too tight a reign on the way things are done.

The results had a mean response of 1.9 with a standard deviation of 1.4. 81% disagreed that it is important to check things first with the boss before taking a decision. The results had a mean response of 1.9 with a standard deviation of 1.4. This means that people need not to seek for consultation from the boss. 81% disagreed that it is important to check things first with the boss before taking a decision. The results had a mean response of 1.9 with a standard deviation of 1.4. This means that people do not need to seek for consultation from the boss for some of the works allocated.

Regarding participation, majority 47.3% agreed that management involve people when decisions are made that affect them. The results had a mean response of 3.1 with a standard deviation of 1.5. This implies that the management involves the people in decision making. 46.7% disagreed that Changes are made without talking to the people involved in them. The results had a mean response of 2.9 with a standard deviation of 1.5. This implies that the management involves the people in decision making. 54.2% disagreed that people do not have any say in decisions which affect their work. The results had a mean response of 2.7 with a standard deviation of 1.5. The results had a mean response of 2.7 with a standard deviation of 1.5. 75.8% disagreed that People feel decisions are frequently made over their heads. The results had a mean response of 2.1 with a standard deviation of 1.5. 48.8% disagreed that Information is widely shared. The results had a mean response of 2.6 with a standard deviation of 1.3. 60% of the respondents disagreed that there are often breakdowns in communication. The results had a mean response of 2.6 with a standard deviation of 1.3. This implies that communication breakdown does not always happen.

Regarding standardization, 77.2% agreed that the county has standardized operating procedures. The results had a mean response of 3.7 with a standard deviation of 1.1. 72% agreed that the standardized procedures discourages creativity. 76.4% agreed that one is not free to carry out duties assigned in his/her own way. This means that the employees are guided by the procedures which have been laid down. Overall, the average mean of the responses was 2.2 which means that majority of the respondents were disagreeing to the statements in the questionnaire. The standard deviation was 1.3 meaning that the responses were clustered around the mean response.

This finding is consistent with that of D'ortenzio (2012) who noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management.

Further, the finding agrees with that of Chen *et al.*, (2010) who argued that vertically structured organizations have specialized tasks, a strict hierarchy with many rules (formalization), vertical communication and reporting systems, few teams or task forces, and centralized decision-making while horizontal structure involves shared tasks and empowerment, a more relaxed hierarchy with fewer rules, horizontal face-to-face communication, more teams or task forces, and decentralized decision-making.

Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process (Kombo *et al.*, 2014). Organizational hierarchy with many management levels make it difficult for change communication to reach the intended recipient in the right time and form without distortion and hence enabling change management (Namoso, 2013)

4.5.2 Organizational Leadership on Strategic Change Management

The second objective of the study sought to determine the effect of Organizational Leadership on strategic change management in Mombasa County Government. To achieve this, the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.13.

Table 4.13: Descriptive Analysis on Organizational Leadership

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Help subordinates to resolve conflicts	25.0%	12.1%	3.0%	49.5%	10.4%	3.1	1.4
Provide support and encouragement to subordinates	37.4%	15.9%	3.0%	34.6%	9.1%	2.6	1.5
Express confidence in peoples for attaining objectives	39.0%	16.5%	2.5%	34.1%	8.0%	2.6	1.5
Recognize contribution and accomplishment	42.9%	20.1%	2.5%	28.8%	5.8%	2.4	1.4
Lead by examples	39.8%	17.9%	4.1%	31.0%	7.1%	2.5	1.5
Socialize with the subordinates	18.1%	11.0%	3.8%	54.7%	12.4%	3.3	1.3
Celebrate progress in implementing change	48.9%	20.9%	4.1%	20.1%	6.0%	2.1	1.4
Interpret the conditions that need urgent change	48.1%	20.6%	4.9%	20.3%	6.0%	2.2	1.4
Encourage views of peoples for improvement	26.1%	13.7%	3.8%	45.1%	11.3%	3.0	1.4
At work, organize activities to improve performance	15.9%	10.7%	3.6%	44.8%	25.0%	3.5	1.4
Explain rules, policies and standard operating procedures	9.6%	7.4%	2.2%	50.0%	30.8%	3.9	1.2
Assign work to group or individual to achieve objectives	12.4%	8.5%	2.7%	46.4%	29.9%	3.7	1.3
Experiment with new approaches to get objectives	48.1%	18.7%	3.6%	20.1%	9.6%	2.2	1.5
Encourage innovative ideas of subordinates	42.0%	13.5%	4.1%	28.6%	11.8%	2.6	1.5
Monitor operations and performance of subordinates	14.6%	6.9%	3.3%	53.0%	22.3%	3.6	1.3
Resolve problems that disrupt the work	26.4%	10.4%	10.7%	34.3%	18.1%	3.1	1.5
Emphasize the importance of efficiency at work	17.9%	7.1%	2.7%	47.8%	24.5%	3.5	1.4
Average						2.9	1.4

Results in Table 4.13 shows that majority 59.9% (49.50% + 10.40%) agreed that organizational leadership helps subordinates to resolve conflicts. The results had a mean response of 3.1 with a standard deviation of 1.4. This means that organizational leadership is very important that it helps subordinates to resolve conflicts. Secondly, majority 51.30% disagreed that the organizational leadership provide support and encouragement to subordinates. The results had a mean response of 2.6 with a standard deviation of 1.5. Majority 55.5% disagreed that organizational leadership helps express confidence in peoples for attaining objectives. The results had a mean response of 2.6 with a standard deviation of 1.5. Further, majority 63% agreed that organizational leadership recognize contribution and accomplishment. The results had a mean response of 2.4 with a standard deviation of 1.4.

Majority 57.7% disagreed that the leaders led by examples. The results had a mean response of 2.5 with a standard deviation of 1.5. This means that the leaders are not involved in leading by examples. 67.10% agreed that the leaders socializes with the subordinates. The results had a mean response of 3.3 with a standard deviation of 1.3. 69.80% disagreed that the leaders celebrate progress in implementing change. The results had a mean response of 2.1 with a standard deviation of 1.4. 68.7% disagreed that the leaders interpret the conditions that need urgent change. The results had a mean response of 2.2 with a standard deviation of 1.4. 56.4% agreed that there is encouraging views of peoples for improvement. The results had a mean response of 3.0 with a standard deviation of 1.4. 70.1% disagreed that there is study of competitors for getting ideas for improvement. The results had a mean response of 2.1 with a standard deviation of 1.4. This means that people do not need study of competitors for getting ideas for improvement.

Majority 69.8% agreed that at work there are organized activities to improve performance. The results had a mean response of 3.5 with a standard deviation of 1.4. This means that the leaders are involved in organizing activities to improve performance. 80.8% agreed that the leaders explain rules, policies and standard operating procedures. The results had a mean response of 3.9 with a standard deviation of 1.2. 76.30% agreed that the leaders assign work to group or individual to achieve objectives. 66.8 % disagreed that the leaders experiment with new

approaches to get objectives. The results had a mean response of 2.2 with a standard deviation of 1.5. 67% disagreed that there is task teams to implement change. The results had a mean response of 2.2 with a standard deviation of 1.5. 55.5% disagreed that there is encouraged innovative ideas of subordinates. The results had a mean response of 2.6 with a standard deviation of 1.5. This means that there is low encouragement in innovative ideas of subordinates.

Majority 75.3% agreed that there is monitoring of operations and performance of subordinates. The results had a mean response of 3.6 with a standard deviation of 1.3. This means that there is a high monitoring of operations and performance of subordinates. 52.4% agreed that the leaders resolve problems that disrupt the work. The results had a mean response of 3.1 with a standard deviation of 1.5. 72.3% agreed that the leaders emphasize the importance of efficiency at work. The results had a mean response of 3.5 with a standard deviation of 1.4 meaning that the responses were clustered around the mean response.

This finding is consistent with that of Situma and Kitiabi (2012) who in their study among staff of Kakamega Municipal Council, concluded that training and lack of incentives was a major factor that affected strategic change management at the municipality. Further the study found that the information technology changes and style of leadership in the municipality and the government as a whole appeared to be politically controlled making it difficult to effect devolution willingly.

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively (Obudo & Wario, 2015). Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations.

Achoch, Gakure and Waititu (2014) found a strong positive relationship between leadership style and transformation of public service reforms initiative leading to an effective leadership style which is an important source of competitive advantage to the organization. Effective public sector management reforms will always depend to

some degree on leadership behaviors since transformational leadership style will lead to increased transformation of reforms initiatives.

4.5.3 Organizational Climate on Strategic Change Management

The third objective of the study sought to determine the effect of Organizational Climate on strategic change management in Mombasa County Government. To achieve this, the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.14.

Table 4.14: Descriptive Analysis on Organizational Climate

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Human Relations							
This county pays little attention to the interests of employees	21.2%	35.2%	15.9%	3.6%	24.2%	2.7	1.5
This county tries to be fair in its actions towards employees	34.3%	29.7%	6.6%	14.6%	14.8%	2.5	1.5
Supervisors here are really good at understanding peoples' problems	39.6%	23.6%	8.2%	15.1%	13.5%	2.4	1.5
Supervisors show that they have confidence in those they manage	33.2%	25.5%	6.6%	22.8%	11.8%	2.5	1.4
People are suspicious of other departments	8.0%	17.0%	30.5%	15.9%	28.6%	3.4	1.3
Internal Processes							
Senior management like to keep to established, traditional ways of doing	61.0%	18.1%	5.8%	3.3%	11.8%	1.9	1.4
The way this organization does things has never changed very much	47.0%	19.8%	14.3%	5.8%	13.2%	2.2	1.4
Management are not interested in trying out new ideas	41.5%	19.8%	9.3%	8.5%	20.9%	2.5	1.6
Open systems							
New ideas are readily accepted here	48.9%	15.7%	5.2%	11.8%	18.4%	2.4	1.6
Management here are quick to spot the need to do things differently	55.8%	14.3%	6.6%	6.6%	16.8%	2.1	1.5
The county does not concern itself with what is happening in the market place.	15.7%	16.8%	21.7%	10.2%	35.7%	3.3	1.5
Ways of improving service to the customer are not given much thought	16.8%	16.2%	22.3%	12.9%	31.9%	3.3	1.5
Rational Goals							
People have a good understanding of what the county is trying to do	19.5%	4.9%	6.9%	45.1%	23.6%	3.5	1.4
Time and money could be saved if work were better organized	71.4%	15.9%	4.4%	1.6%	6.6%	1.6	1.1
People here are under pressure to meet targets	4.4%	1.9%	6.9%	60.4%	26.4%	4.0	0.9
Quality of service is taken very seriously here	19.0%	9.6%	10.2%	36.8%	24.5%	3.4	1.4
Average						2.1	1.4

Regarding human relations, results in Table 4.14 shows that majority 56.4% (21.20% + 35.20%) disagreed that this County pays little attention to the interests of employees. The results had a mean response of 2.7 with a standard deviation of 1.5. Secondly, majority 64% disagreed that the County tries to be fair in its actions towards employees. The results had a mean response of 2.5 with a standard deviation of 1.5. This implies that the county does not necessarily apply fairness on its actions towards employees. Majority 63.2% disagreed that Supervisors show that they have confidence in those they manage. The results had a mean response of 2.5 with a standard deviation of 1.4.

Further, 44.5% agreed that people are suspicious of other departments. The results had a mean response of 3.4 with a standard deviation of 1.3. This implies that there are considerable suspicions for other departments. Moreover, majority 52.20% disagreed that people in different departments are prepared to share information. The results had a mean response of 2.8 with a standard deviation of 1.5. Majority 56% agreed that people here always want to perform to the best of their ability. The results had a mean response of 3.3 with a standard deviation of 1.3. 48.3% agreed that People are prepared to make a special effort to do a good job. The results had a mean response of 3.1 with a standard deviation of 1.3.

Regarding Internal Processes, majority 79.1% disagreed that senior management like to keep to established, traditional ways of doing. The results had a mean response of 1.9 with a standard deviation of 1.4. This means that management adventuring into new ways of doing things. 66.8% disagreed that the way the organization does things has never changed very much. The results had a mean response of 2.2 with a standard deviation of 1.4. 61.30% disagreed that management is not interested in trying out new ideas. The results had a mean response of 2.5 with a standard deviation of 1.6. This means that there are occurrences of new ideas in the departments.

Regarding Open systems, majority 64.6% disagreed that new ideas are readily accepted. The results had a mean response of 2.4 with a standard deviation of 1.6. 70.1% disagreed that Management is quick to spot the need to do things differently.

The results had a mean response of 2.1 with a standard deviation of 1.5. 45.9% agreed that the County does not concern itself with what is happening in the market place. The results had a mean response of 3.3 with a standard deviation of 1.5. 44.8% agreed that Ways of improving service to the customer are not given much thought. The results had a mean response of 3.3 with a standard deviation of 1.5. 72.5% agreed that the methods used by the county to get the job done are often discussed. The results had a mean response of 3.7 with a standard deviation of 1.4. This means that there is discussions in work methodology. 60.7% disagreed that in the county, objectives are modified in light of changing circumstance. The results had a mean response of 2.4 with a standard deviation of 1.6.

Regarding rational goals, majority 68.7% agreed that people have a good understanding of what the county is trying to do. The results had a mean response of 3.5 with a standard deviation of 1.4. This implies that they have a good understanding of what the county is trying to do. 87.3% agreed that time and money could be saved if work were better organized. The results had a mean response of 1.6 with a standard deviation of 1.1. 48% agreed that people usually receive feedback on the quality of work they have done. The results had a mean response of 3 with a standard deviation of 1.5. 86.80% agreed that People here are under pressure to meet targets. The results had a mean response of 4 with a standard deviation of 0.9. 61.30% agreed that quality of service is taken very seriously here. The results had a mean response of 3.4 with a standard deviation of 1.4.

This finding agrees with that of Khaunya, Wawire and Chepng'eno (2015) who notes significant progress made by the county governments in the strategy of decentralization. The study established that the Counties have been faced with a myriad of challenges that indeed stand in the way of the realized achievements, namely lack of political goodwill, inadequate funding, 'devolved' corruption, nepotism, inability to absorb some devolved functions, mistrust among stakeholders, different implementers of devolution with varied cultures and approaches, devolved bureaucracy, a bloated workforce with duplication of duties and internal political supremacy wars.

In addition, the findings of this study agree with that of Boddy (2008) who stated that the organizational environment consists of four environmental forces namely internal context, competitive environment, general environment, and external context. Harmony between the organization's external environment (economic, political, technological, legal) and internal (resources, structure, organizational culture, leadership style, manner of exercising the power) has to be achieved.

Further, the findings of this study is consistent with that of Claiborne, Auerbach, Lawrence and Schudrich (2013) who argued that workers perceive that organizations may have a higher level of readiness to implement successful change initiatives when: workers feel their role is clear, supervisors articulate change goals, and job performance is held to a high standard and is measurable; agency leaders establish organizational communication that is explicate, and they encourage workers to develop ideas and try new ways of doing the job; and the greater the number of years workers are in their current position, the more likely change initiatives are perceived to be successful.

4.5.4 Organizational Culture on Strategic Change Management

The fourth objective of the study sought to determine the effect of Organizational Culture on strategic change management in Mombasa County Government. To achieve this the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.15.

Table 4.15: Descriptive Analysis on Organizational Culture

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Involvement							
Decisions are usually made at the level where the best information is available.	51.1%	13.2%	9.6%	17.0%	9.1%	2.2	1.4
Work is organized so that each person can see the relationship between his or her job and goals of the organization	52.2%	12.6%	8.5%	17.6%	9.1%	2.2	1.4
There is continuous investment in the skills of employees	42.6%	6.9%	3.8%	38.5%	8.2%	2.6	1.5
Consistency							
The leaders and managers 'practice what they preach'	55.2%	12.4%	7.1%	17.6%	7.7%	2.1	1.4
There is a clear agreement about the right way and the wrong way to do things	35.2%	8.0%	4.4%	33.8%	18.7%	2.9	1.6
There is good alignment of goals across levels	48.4%	12.6%	6.3%	21.7%	11.0%	2.3	1.5
Adaptability							
Different parts of the organization often cooperate to create change	50.5%	11.8%	7.1%	20.1%	10.4%	2.3	1.5
Customer input directly influences our decisions	27.5%	5.2%	8.2%	41.5%	17.6%	3.2	1.5
We make certain that the 'right hand knows what the left hand is doing'	62.1%	11.8%	4.7%	14.0%	7.4%	1.9	1.4
Mission							
Our strategy leads other organizations to change the way they compete in	58.5%	12.6%	4.7%	16.2%	8.0%	2.0	1.4
People understand the needs to be done for us to succeed in the long run	37.6%	9.3%	4.4%	32.7%	15.9%	2.8	1.6
Our vision creates excitement and motivation for our employees	14.6%	4.1%	5.5%	49.7%	26.1%	3.7	1.3
Average						2.0	1.5

Regarding involvement, results in Table 4.15 shows that majority 64.30% (51.10% + 13.20%) disagreed that decisions are usually made at the level where the best information is available. The results had a mean response of 2.2 with a standard deviation of 1.4. Secondly, majority 64.8% disagreed that work is organized so that each person can see the relationship between his or her job and goals of the organization. The results had a mean response of 2.2 with a standard deviation of 1.4. 49.50% disagreed that there is continuous investment in the skills of employees. The results had a mean response of 2.6 with a standard deviation of 1.5.

Regarding consistency, majority 67.6% agreed that the leaders and managers 'practice what they preach'. The results had a mean response of 2.1 with a standard deviation of 1.4. This implies that the leaders led by examples. 52.5% agreed that there is a clear agreement about the right way and the wrong way to do things. The results had a mean response of 2.9 with a standard deviation of 1.6. 61% disagreed that there is good alignment of goals across levels. The results had a mean response of 2.3 with a standard deviation of 1.5.

Regarding adaptability, results shows that majority 62.30% disagreed that Different parts of the organization often cooperate to create change. The results had a mean response of 2.3 with a standard deviation of 1.5. Majority 59.1% agreed that customer input directly influences our decisions. The results had a mean response of 3.2 with a standard deviation of 1.5. 73.9% disagreed that we make certain that the 'right hand knows what the left hand is doing'. The results had a mean response of 1.9 with a standard deviation of 1.4.

Regarding Mission, majority 71.1% disagreed that our strategy leads other organizations to change the way they compete in. The results had a mean response of 2.0 with a standard deviation of 1.4. This implies that the leaders led by examples. 48.60% agreed that People understand the needs to be done for us to succeed in the long run. The results had a mean response of 2.8 with a standard deviation of 1.6. 75.8% agreed that our vision creates excitement and motivation for our employees. The results had a mean response of 3.7 with a standard deviation of 1.3 meaning that the responses were clustered around the mean response.

This finding is consistent with that of Ahmadi, Salamzadeh, Daraei, and Akbari, (2012) who in their study among Iranian Karafarin Bank employees was found out that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success were significantly associated with strategy implementation.

This finding is also consistent with that of Desson and Clouthier (2010) who proposed that there are five basic features of organizational culture: a shared understanding of the organization's mission; values that guide decision-making and activity at all levels in the organization; the focus and management style of senior officers; how employees think of their relationships with management, one-another, partner organizations, and clients; and how an organization conducts its day-to-day business.

Organizational culture characterize a setting and are taught to newcomers as the proper way to think and feel communicated by myths and stories people tell about how the organization came to be the way it is as it solved problems associated with the external adaptation and integration (Schein, 2010; Zohar & Hofmann, 2014).

4.5.5 Strategic Change Management

The general objective of the study was to examine the determinants of strategic change management in Mombasa County Government. In pursuing this, the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.16.

Table 4.16: Strategic Change Management

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Examined external trends, issues and problems confronting it	39.8%	25.0%	5.5%	22.8%	6.9%	2.3	1.4
Identified and discussed actual or potential crises or major opportunities	37.9%	24.2%	5.5%	22.5%	9.9%	2.4	1.4
Established an increased sense of urgency around needed change	16.8%	20.3%	5.5%	41.5%	15.9%	3.2	1.4
Put together a group with enough power to lead the change	15.7%	18.7%	5.5%	42.6%	17.6%	3.3	1.4
Got the group to work together effectively as a team	36.3%	33.5%	6.9%	16.8%	6.6%	2.2	1.3
Created a vision and strategy to help guide the change effort	16.8%	18.4%	6.3%	40.4%	18.1%	3.3	1.4
Ensured that it had a shared vision and strategy	46.2%	23.6%	6.3%	17.0%	6.9%	2.2	1.3
Continuously used every available vehicle to communicate the new vision	48.6%	24.5%	5.8%	15.9%	5.2%	2.1	1.3
Had the leadership team role-model the behavior expected of employees	48.6%	24.2%	6.3%	15.4%	5.5%	2.1	1.3
Eliminated obstacles to the planned change	48.9%	23.1%	6.3%	16.2%	5.5%	2.1	1.3
Modified systems or structures that undermine the change vision	37.6%	21.7%	6.0%	22.5%	12.1%	2.5	1.5
Encouraged reasonable risk-taking and non-traditional ideas and actions	46.7%	25.0%	5.8%	15.4%	7.1%	2.1	1.3
Focused on results rather than activities	31.3%	20.6%	8.8%	23.1%	16.2%	2.7	1.5
Planned for visible short-term improvements in performance (quick “wins”)	40.1%	23.4%	7.1%	19.8%	9.6%	2.4	1.4
Visibly recognized and rewarded people who make the wins possible	47.0%	23.6%	7.1%	14.8%	7.4%	2.1	1.3
Monitored and adjusted strategies in response to problems in the change p	48.6%	20.9%	5.5%	17.6%	7.4%	2.1	1.4
Aligned all policies, systems, structures and practices to fit each other	47.0%	21.7%	6.0%	18.1%	7.1%	2.2	1.4
Hired, promoted and developed people who can implement the change vision	43.1%	21.2%	6.0%	20.1%	9.6%	2.3	1.4
Articulated the connection between new behaviors and organizational success	51.4%	22.5%	4.7%	15.4%	6.0%	2.0	1.3
Created processes to ensure leadership development and succession	50.0%	23.1%	4.7%	15.9%	6.3%	2.1	1.3
Average						2.4	1.4

Results in Table 4.16 shows that majority 64.80% (39.80% + 25.00%) disagreed that they examined external trends, issues and problems confronting it. The results had a mean response of 2.3 with a standard deviation of 1.4. Secondly, majority 62.1% disagreed that they identified and discussed actual or potential crises or major opportunities. The results had a mean response of 2.4 with a standard deviation of 1.4. Majority 57.4% agreed that they established an increased sense of urgency around needed change. The results had a mean response 3.3 with a standard deviation of 1.4. Further, majority 69.80% disagreed that got the group to work together effectively as a team. The results had a mean response of 2.2 with a standard deviation of 1.3.

Majority 58.50% agreed that the leaders created a vision and strategy to help guide the change effort. The results had a mean response of 3.3 with a standard deviation of 1.4. 69.80% disagreed that management ensured that it had a shared vision and strategy. The results had a mean response of 2.2 with a standard deviation of 1.3. 73.10% disagreed that they continuously used every available vehicle to communicate the new vision. The results had a mean response of 2.1 with a standard deviation of 1.3. 72.80% disagreed that the leaders had the leadership team role-model the behavior expected of employees. The results had a mean response of 2.1 with a standard deviation of 1.3. 72% disagreed that eliminated obstacles to the planned change. The results had a mean response of 2.1 with a standard deviation of 1.3. 59.30% disagreed that Modified systems or structures that undermine the change vision. The results had a mean response of 2.5 with a standard deviation of 1.5 meaning that the responses were clustered around the mean response.

Majority 71.70% disagreed that management encouraged reasonable risk-taking and non-traditional ideas and actions. The results had a mean response of 2.1 with a standard deviation of 1.3. 51.9% disagreed that focused on results rather than activities. The results had a mean response of 2.7 with a standard deviation of 1.5. 63.50% disagreed that there was planning for visible short-term improvements in performance (quick "wins"). The results had a mean response of 2.4 with a standard deviation of 1.4. 70.60% disagreed that management visibly recognized and rewarded people who make the wins possible. The results had a mean response of 2.1

with a standard deviation of 1.3. 69.5% disagreed that there is Monitored and adjusted strategies in response to problems in the change. The results had a mean response of 2.1 with a standard deviation of 1.4. 68.7% disagreed that there is Aligned policies, systems, structures and practices to fit each other. The results had a mean response of 2.2 with a standard deviation of 1.4 meaning that the responses were clustered around the mean response.

Further 64.3% disagreed that management hired, promoted and developed people who can implement the change vision. The results had a mean response of 2.3 with a standard deviation of 1.4. 73.3% disagreed that management reinvigorated the change process through new projects, themes and change. The results had a mean response of 2.0 with a standard deviation of 1.3. 73.9% disagreed that there was articulated the connection between new behaviors and organizational success. The results had a mean response of 2.0 with a standard deviation of 1.3. 73.10% disagreed that there were created processes to ensure leadership development and succession. The results had a mean response of 2.1 with a standard deviation of 1.3 meaning that the responses were clustered around the mean response.

These findings are consistent with that of Degnegaard (2010) who stated that organizational change can be seen as going from a status quo situation, through a transformation phase, into the new situation which is the desired situation which the architects behind the reform initiative have developed. The drastic change in the business scenario call for a speedy transformation of mission, vision, core values, core competence, management style, policy framework, management system, structures, process, renewal mechanism etc. of organization (Kalyani & Sahoo, 2011).

The findings are also consistent with that of Balogun and Hailey (2008) who identify eight contextual features which can be found in external, organizational, team, and/or the individual level of activities influencing change including: capability, time, scope, preservation, power, diversity, readiness, and capacity.

In addition, the findings are consistent with that of Bourda (2013) who stated that change initiatives are influenced by a combination of inertial and external forces. This implies that the way businesses manage change and how successful they are at it, depends largely on the nature of business, the change and the people involved. Public sector organizations contemplating change face constraints placed on them by their political leaders (Collm, Schedler, & Rüegg-Stürm, 2011) It is also dependent on how well the organization and people understand the need for the change and the process involved. In addition, there is greater public scrutiny and higher public expectations concerning values such as fairness, honesty, and openness (Oosterom et al., 2007; CAPAM, 2015). Thus the organizational environment is a critical precursor to organizational change efforts (Saruhan, 2013).

4.6 Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, strategic change management and the independent variables of organization structure, organization leadership, and organization climate and organization culture. The mean score for each of the independent variables was calculated and the Pearson's correlation obtained using SPSS.

Table 4.17: Correlation Analysis

	n		Strategic change management	Org Structure	Org Leadershi p	Org Climate	OrgCultur e
Strategic change management	328	Pearson Correlation Sig. (2-tailed)	1.000				
Organizational structure	328	Pearson Correlation Sig. (2-tailed)	.838** 0.000	1.000			
Organizational leadership	328	Pearson Correlation Sig. (2-tailed)	.791** 0.000	.787** 0.000	1.000		
Organizational climate	328	Pearson Correlation Sig. (2-tailed)	.824** 0.000	.844** 0.000	.812** 0.000	1.000	
Organizational culture	328	Pearson Correlation Sig. (2-tailed)	.839** 0.000	.820** 0.000	.810** 0.000	.837** 0.000	1.000

** Correlation is significant at the 0.01 level (2-tailed).

4.7 Tests for Regression Model Assumptions

4.7.1 Test for Normality of Data

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests can be assessed with the normal distribution. Singh and Masuku (2014) states that if these tests are non-normality, then the data either have outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

H_0 : The data is not normal.

H_1 : The data is normal.

Table 4.18 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for all the variables and thus we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The study concluded that Organizational structure, Organizational leadership, Organizational climate, Organizational culture and Strategic change management are normal in distribution and hence subsequent analysis could be carried out.

Table 4.18: Test for normality

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational structure	0.190	328	0.000	0.849	328	0.000
Organizational leadership	0.103	328	0.000	0.944	328	0.000
Organizational climate	0.166	328	0.000	0.909	328	0.000
Organizational culture	0.146	328	0.000	0.872	328	0.000
Strategic change management	0.189	328	0.000	0.860	328	0.000

4.7.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight line relationship. All the independent variables depicted a straight line relationship with the dependent variable as shown in Figure 4.1.

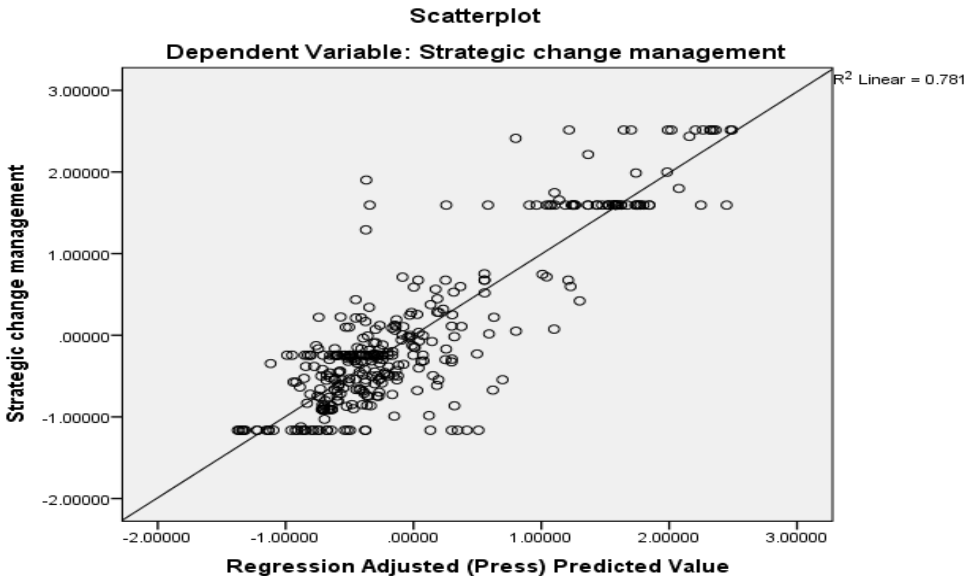


Figure 4.1: Scatter Diagram for Linearity

4.7.3 Test for Heteroscedasticity

The error process may be homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise heteroscedasticity (Stevenson, 2004). The `hettest` command calculates Breusch-Pagan for group wise heteroscedasticity in the residuals. Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was $0.1275 > 0.05$. Thus the data did not suffer from heteroscedasticity. The results in Table 4.19 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.1275.

Table 4.19: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
chi2(1)	=	4.860
Prob > chi2	=	0.1275

4.7.4 Test for Autocorrelation

Autocorrelation is a characteristic of data in which the correlation between the values of the same variables is based on related objects. It violates the assumption of instance independence, which underlies most of the conventional models. Durbin Watson test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear model, there should be no serial correlation among the observations. In Table 4.20, the dependent variable must be

independent and this was tested using Durbin-Watson (d) test which state that $d=2$ indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while above 1 indicates the residuals are interdependent, the results from the study presented 1.685 which indicates that the residuals are interdependent.

Table 4.20: Durbin Watson test

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.888	0.789	0.787	0.46162	1.685

4.7.5 Test for Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. A set of variables is perfectly multicollinearity if there exists one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used where values more than 0.2 for Tolerance and values less than 10 for VIF means that there is no multicollinearity.

For multiple regressions to be applicable there should not be collinearity among variables. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 4.21. Indicating that there is no multicollinearity among the independent variables (Organizational structure, Organizational leadership, Organizational climate and Organizational culture).

Table 4.21: Multicollinearity test using Tolerance and VIF

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational structure	0.235	4.261
Organizational leadership	0.273	3.659
Organizational climate	0.205	4.888
Organizational culture	0.228	4.385

4.8 Regression Analysis

An overall regression analysis was conducted between all the independent variables (organization structure, organizational leadership, organizational climate and organizational culture) and Strategic Change Management. The results presented in Table 4.22 present the fitness of model used of the regression model in explaining the study phenomena. Organization structure, organizational leadership, organizational climate and organizational culture were found to be satisfactory in explaining Strategic Change Management. This is supported by coefficient of determination also known as the R square of 0.787. This means that organization structure, organizational leadership, organizational climate and organizational culture explain 78.4% of the variations in the dependent variable which is Strategic Change Management.

Table 4.22: Overall Model Fitness

R	R Square	Adjusted R Square	Std. Error of the Estimate
.888	0.789	0.787	0.46162

Table 4.23 provides the results on the overall analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the

results imply that the organization structure, organizational leadership, organizational climate and organizational culture are good predictors of Strategic Change Management. This was supported by an F statistic of 336.12 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 4.23: Overall Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	286.5	4	71.625	336.12	.000
Residual	76.5	359	0.213		
Total	363	363			

Regression coefficients in Table 4.24, revealed that there was a positive and significant relationship between Organizational Structure and Strategic Change Management ($r=0.318$, $p=0.000$). This was supported by a calculated t-statistic of 6.351 which is larger than the critical t-statistic of 1.96. There was a positive and significant relationship between Organizational Leadership and Strategic Change Management ($r=0.142$, $p=0.002$). This was supported by a calculated t-statistic of 3.071 which is larger than the critical t-statistic of 1.96. Further, the results revealed that there was a positive and significant relationship between Organizational Climate and Strategic Change Management ($r=0.176$, $p=0.001$). This was supported by a calculated t-statistic of 3.283 which is larger than the critical t-statistic of 1.96. Lastly, there was a positive and significant relationship between Organizational Culture and Strategic Change Management ($r=0.316$, $p=0.000$). This was supported by a calculated t-statistic of 6.237 which is larger than the critical t-statistic of 1.96.

This finding is consistent with that of D'ortenzio (2012) who noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. However, it was noted that organizations that exhibited lean structures, strong leadership, conducive organizational

environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.

Table 4.24: Multiple Regression of Coefficients

	Unstandardized		Standardized Coefficients Beta	t	Sig.
	Coefficients				
	B	Std. Error			
(Constant)	-1.65	0.024		0.000	1.000
Organizational structure	0.318	0.05	0.318	6.351	0.000
Organizational leadership	0.142	0.046	0.142	3.071	0.002
Organizational climate	0.176	0.054	0.176	3.283	0.001
Organizational culture	0.316	0.051	0.316	6.237	0.000

$$Y = -1.65 + 0.318X_1 + 0.142X_2 + 0.176X_3 + 0.316X_4$$

Where: Y = Strategic Change Management

X₁ = Organizational Structure

X₂ = Organizational Leadership

X₃ = Organizational Climate

X₄ = Organizational Culture

4.9 Hypotheses Testing

Hypotheses were tested using multiple linear regression analysis as represented in Tables 4.24.

4.9.1 Hypothesis Testing for Organizational Structure

The first Hypothesis to be tested was:

H₀₁: Organizational structure has no significant effect on strategic change management in Mombasa County Government.

The hypothesis was tested by using simple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₁ but if it is more than 0.05, the H₀₁ is not rejected. Therefore the null hypothesis is that Organizational structure has no significant effect on strategic change management in Mombasa County Government. Results in Table 4.24 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 6.351 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Organizational structure has a significant effect on strategic change management in Mombasa County Government.

4.9.2 Hypothesis Testing for Organizational Leadership

The second Hypothesis to be tested was:

H₀₂: Organizational Leadership has no significant effect on strategic change management in Mombasa County Government.

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₂ but if it is more than 0.05, the H₀₁ is not rejected. Therefore the null hypothesis is that Organizational leadership has no significant effect on strategic change management in Mombasa County Government. Results in Table 4.24 shows that the p-value was 0.002. This was supported by a calculated t-statistic of 3.071 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Organizational leadership has a significant effect on strategic change management in Mombasa County Government.

4.9.3 Hypothesis Testing for Organizational Climate

The third Hypothesis to be tested was:

H₀₃: Organizational Climate has no significant effect on strategic change management in Mombasa County Government.

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₃ but if it is more than 0.05, the H₀₃ is not rejected. Therefore the null hypothesis is that Organizational climate has no significant effect on strategic change management in Mombasa County Government. Results in Table 4.24 shows that the p-value was 0.001. This was supported by a calculated t-statistic of 3.283 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Organizational climate has a significant effect on strategic change management in Mombasa County Government.

4.9.4 Hypothesis Testing for Organizational Culture

The fourth Hypothesis to be tested was:

H₀₄: Organizational culture has no significant effect on strategic change management in Mombasa County Government.

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₄ but if it is more than 0.05, the H₀₄ is not rejected. Therefore the null hypothesis is that Organizational culture has no significant effect on strategic change management in Mombasa County Government. Results in Table 4.24 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 6.237 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Organizational culture has a significant effect on strategic change management in Mombasa County Government.

4.10 Discussion of Key Findings

4.10.1 Effects of Organizational Structure on Strategic Change Management

The first objective of the study was to determine the effect of organization structure on strategic change management in Mombasa County Government. Regression of coefficient revealed that there was a positive and significant relationship between Organizational Structure and Strategic Change Management ($r=0.318$, $p=0.000$). This was supported by a calculated t-statistic of 6.351 which is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organization structure leads to an improvement in Strategic Change Management by 0.318 units holding other factors constant.

This finding is consistent with that of D'ortenzio (2012) who noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. However, it was noted that organizations that exhibited lean structures, strong leadership, conducive organizational environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.

4.10.2 Effects of Organizational Leadership on Strategic Change Management

The second objective of the study was to determine the effect of organization leadership on strategic change management in Mombasa County Government. Regression of coefficient revealed that there was a positive and significant relationship between Organizational Leadership and Strategic Change Management ($r=0.142$, $p=0.002$). This was supported by a calculated t-statistic of 3.071 which is larger than the critical t-statistic of 1.96. This means that a unitary increase in organization leadership leads to an improvement in Strategic Change Management by 0.142 units holding other factors constant.

This finding is consistent with that of Situma & Kitiabi, (2012) who in their study among staff of Kakamega Municipal Council, concluded that training and lack of incentives was a major factor that affected strategic change management at the municipality (Situma & Kitiabi, 2012). Further the study found that the information technology changes and style of leadership in the municipality and the government as a whole appeared to be politically controlled making it difficult to effect devolution willingly.

4.10.3 Effects of Organizational Climate on Strategic Change Management

The third objective of the study was to determine the effect of organization culture on strategic change management in Mombasa County Government. Regression coefficient revealed that there was a positive and significant relationship between Organizational Climate and Strategic Change Management ($r=0.176$, $p=0.001$). This was supported by a calculated t-statistic of 3.283 which is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organization climate leads to an improvement in Strategic Change Management by 0.176 units holding other factors constant.

This finding agrees with that of Khaunya, Wawire, & Chepng'eno (2015) who notes significant progress made by the county governments in the strategy of decentralization. The study established that the Counties have been faced with a myriad of challenges that indeed stand in the way of the realized achievements, namely lack of political goodwill, inadequate funding, 'devolved' corruption, nepotism, inability to absorb some devolved functions, mistrust among stakeholders, different implementers of devolution with varied cultures and approaches, devolved bureaucracy, a bloated workforce with duplication of duties and internal political supremacy wars.

4.10.4 Effects of Organizational Culture on Strategic Change Management

Regression coefficient revealed that there was a positive and significant relationship between Organizational Culture and Strategic Change Management ($r=0.316$, $p=0.000$). This was supported by a calculated t-statistic of 6.237 which is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organization Culture leads to an improvement in Strategic Change Management by 0.316 units holding other factors constant.

This finding is consistent with that of Ahmadi, Salamzadeh, Daraei, and Akbari, (2012) who in their study among Iranian Karafarin Bank employees was found out that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success were significantly associated with strategy implementation

4.11: Summary of Hypotheses

The summary results of the hypotheses are presented in Table 4.25.

Table 4.25: Summary of Hypotheses

Objective No	Objective	Hypothesis	Rule	p-value	Comment
Objective 1	To determine the effect of organization structure on strategic change management in Mombasa County Government.	Ho: Organizational structure has no significant effect on strategic change management in Mombasa County Government.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore Organizational structure has a significant effect on strategic change management in Mombasa County Government.
Objective 2	To investigate the effect of organizational leadership on strategic change management in Mombasa County Government	Ho: Organizational leadership has no significant effect on strategic change management in Mombasa County Government.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore Organizational leadership has no significant effect on strategic change management in Mombasa County Government.
Objective 3	To analyze the effect of organizational climate on strategic change management in Mombasa County Government.	Ho: Organizational climate has no significant effect on strategic change management in Mombasa County Government.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore Organizational climate has no significant effect on strategic change management in Mombasa County Government.
Objective 4	To establish the effect of organizational culture on strategic change management in Mombasa County Government.	Ho: Organizational culture has no significant effect on strategic change management in Mombasa County Government.	Reject Ho if p value <0.05	p<0.05	The null hypothesis was rejected; therefore Organizational culture has no significant effect on strategic change management in Mombasa County Government..

4.12 Model Optimization and Revised Conceptual Framework

Based on the results in Table 4.26 a model optimization was conducted. The aim of model optimization was to guide in derivation of the final model (revised conceptual framework) where only the significant variables are included for objectivity. Results in Table 4.26 were arrived at through running multiple regressions. No variable was dropped since all the variables were significant. The variables were arranged in order of their impact they have on the dependent variable. Results of the new conceptual framework are presented in Figure 4.2.

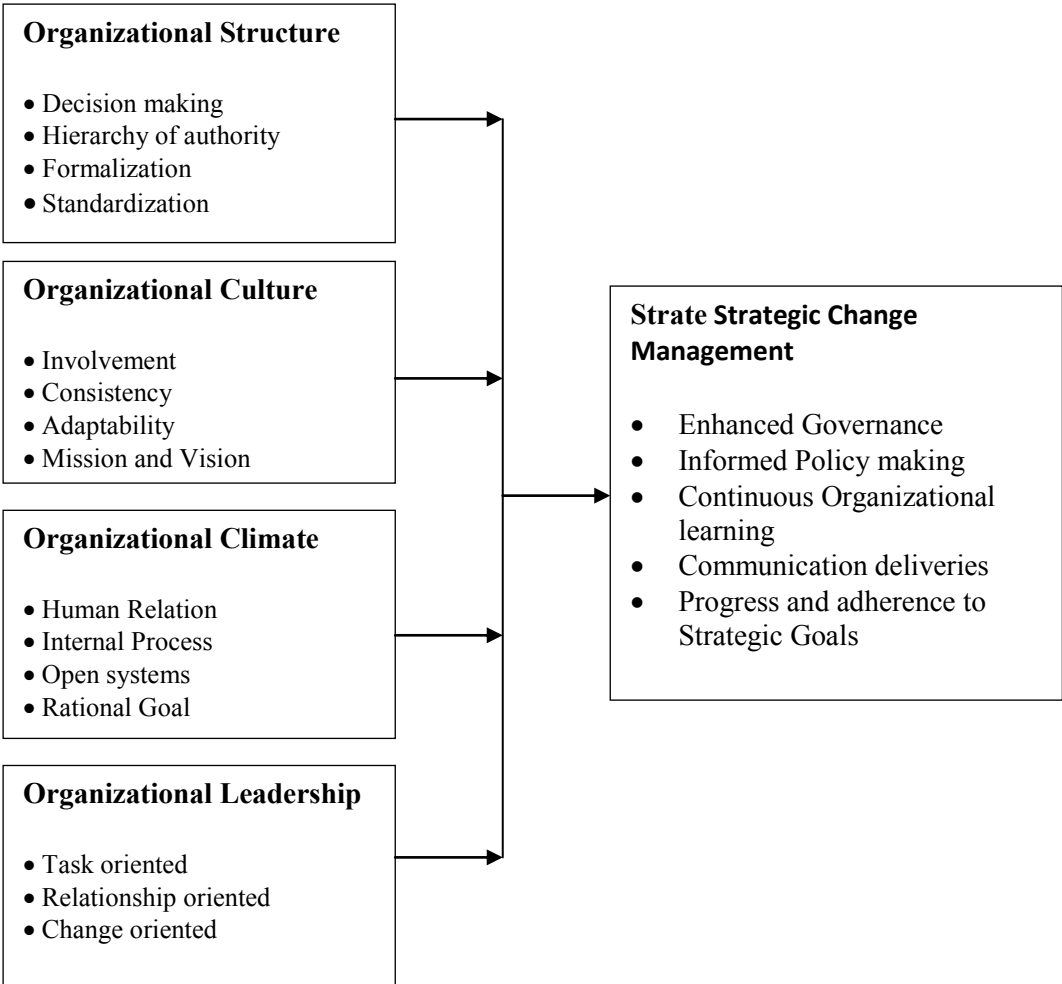


Figure 4.2: Revised Conceptual Framework

4.13 Interview Guide Responses: Content Analysis

4.13.1 Organizational Structure

Organization rules and procedures existed and respondents acknowledged that they were extremely important. This is because they clearly explained responsibilities, delegation of duties and how work could be performed. Sometimes the bureaucratic procedures could derail the performance of staff. Consultation with the management was the prime decision making organ.

Only occasion involving pretty small matters that subordinates were involved in decision making process. This can be attributed to the nature of the decision that has to be made by the respondents' (mainly on policies and sensitivity). Staff cannot experiment outside the standard operating procedures, hence no room for discovery of better way of doing things. This could be the reason of enhancing uniformity in implementation of projects in accordance with the set standards.

This findings are consistent with that of Mundia (2013) who found that the organizational structure of the County Government instituted support for project implementation, decision on projects were made fast within the County Government, decisions were decentralized in managing projects and there consultations on issues affecting the projects. This study did not link the aspects of organizational structure and decision making to strategic change management within the county.

4.13.2 Organizational Leadership

Organizational leadership socialized with their subordinates but at the same time maintained a professional distance and line of authority. Leadership in most departments kept an open door policy whereby all employees were welcomed to meet and discuss both on social and professional level matters. This promotes cohesion and better understanding among the staff and management.

Leadership in the county attach rules, policies and standard operating procedures among routine tasks to a great extent. To enhance efficiency and promote equal opportunities the organisation, leadership should have policies and standard

procedures adhered to their course. Rare changes were made by the leadership on process related to work. This could be attributed to the bureaucracy involved in introduction of novel ideas or changes on work related issues. Staff were supported through trainings, seminars and workshop attending. Staff are always empowered through skills that can be acquired through trainings and attending job related workshops and seminars.

The findings agree with that of Situma & Kitiabi, (2012) who in their study among staff of Kakamega Municipal Council, concluded that training and lack of incentives was a major factor that affected strategic change management at the municipality (Situma & Kitiabi, 2012). Further the study found that the information technology changes and style of leadership in the municipality and the government as a whole appeared to be politically controlled making it difficult to effect devolution willingly.

4.13.3 Organizational Climate

There was a good relationship between members of different departments in the county. However, at initial stages the relationship between employees in different department was that of suspicion. Subordinates fears were on job losses, they viewed other staff and other department with suspicion. Productivity evaluation showed that most employees performed fairly well, while a few underperformed. This could be due to the employees' ability and personal capability. A general improvement in the way workers performed had been recognized, which can be translated to the reward system and appraisals done periodically.

The county has been fairly responding to changes in the market by applying strategies such as policies changes, incorporate the market demands into annual development plans, sometimes put forward for a future date and sometimes ignore market demands that appear not to be a pressing need. With responding to the market demands in the best way possible, the county can progress in its development agendas. At the management levels it was clear what the county wanted to do but it was unclear among the subordinate. The clarity however should be enhanced uniformly for the county to progress. The phenomenon on clarity can be related to communication from the management to the staff which seem to be unclear.

The findings are consistent with that of Schneider et al., (2013) who contended that the practices that senior managers introduce and the values they communicate determine both climate and culture. So according to the first view, climate is derived from individual psychological process, while culture is found at the unit level and derives from social interaction. This is an indication that organizational climate is a function of social interaction between the transactions of business, that is, the buyer who are the consumers, seller who are the employees and the management who are the policy maker of the organization.

4.13.4 Organizational Culture

The staff performed duties that were aligned to the county objective. The county leadership preached this to the tactical supervisors and subsequently they have imparted it to the staff they supervise. In order to realize the county objectives, duties performed by the staff should be in tandem with the goals to be achieved. The county leadership also practiced what they preached. Leaders should lead by example in order to steer the agenda to the latter.

Most of the staff in either department were not concerned/ aware of what other departments did. Information flow had usually been unidirectional (top down approach only). Staff being uninformed about what other departments could be attributed to the unidirectional flow of information, thus staff only relied on information/directions from their managers. Most departments wanted to succeed as department first and not entity. This could be attributed to overall goals each department should have to fulfil/meet before going entity direction.

This finding is consistent with that of Ahmadi, Salamzadeh, Daraei, & Akbari, (2012) who in their study among Iranian Bank employees was found out that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success were significantly associated with strategy implementation

4.13.5 Strategic Change Management

The respondents acknowledged that the transition period was carried with laxity, marred by confusion, lack of clear goals and direction. This phenomenon was exhibited during disbursement periods by the national governments to the county governments. This affected the implementation of projects by the county government resulting to the record of dismal performance in the financial year 2013/2014. The county's set goals and objectives were not realized as set out in the blueprint.

Unclear policies, systems and structures experienced affected the budgeting process. The same affected the working by the staff as there was no clear structure for promotion, retention, layoff and demotion. This caused a confusion in the management of staff at the county, as there was no clear human resources practice that could be effected promptly. Most of the staff felt rejected and could not perform as required leading to dismal performances.

Nonexistence of strategy and incoherence between departments was witnessed. This is because the county vision seemed not to have been known by all county staff. The portfolio were not clearly understood by the staff hence causing confusion. However, there were department which acknowledged partial coherence. The lack of strategy, partial coherence and incoherence can be attributed to lack of clear understanding of the portfolio duties, engaging in new roles and insufficiency training during transition period. The resultant of the incoherence and lack of strategy is slow implementation of projects and dismal performance by the county government staff.

Previously, employees from the national government, local authorities and those recruited from the private sector seemed to exhibit different work ethics and behaviors. However, organizational culture continuously changed to match the new leadership style of management. This has impacted positively on the organization culture strides, which can be translated to standardized organizational culture and ethical code of conducts. In general staff output is as expected and goal achievement have been realized.

This finding is consistent with that of D'ortenzio (2012) who noted that there are factors which tend to influence the organizational planned change process. This study noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings from the analysis, the conclusions and the recommendations. This was done in line with the objectives of the study which were; to determine the effect of organization structure on strategic change management in Mombasa County Government, to investigate the effect of organizational leadership on strategic change management in Mombasa County Government, to analyze the effect of organizational climate on strategic change management in Mombasa County Government and lastly to establish the effect of organizational culture on strategic change management in Mombasa County Government.

5.2 Summary of Major Findings

This section contained the summary of the findings which was done per objective.

5.2.1 Organizational Structure

The first objective of the study was to determine the effect of organization structure on strategic change management in Mombasa County Government. Organizational Structure was found to be satisfactory in explaining Strategic Change Management. Further, results showed that Organizational Structure is a good predictor of Strategic Change Management.

Correlation analysis revealed that organizational structure was positively and significantly associated to strategic change management. Regression of coefficient revealed that there was a positive and significant relationship between Organizational Structure and Strategic Change Management. This means that an improvement in organization structure leads to an improvement in Strategic Change Management. The study adopted the alternative hypothesis that Organizational structure has a significant effect on strategic change management in Mombasa County Government.

5.2.2 Organizational Leadership

The second objective of the study was to determine the effect of organization Leadership on strategic change management in Mombasa County Government. Organizational Leadership was found to be satisfactory in explaining Strategic Change Management. Further, results showed that Organizational Leadership is a good predictor of Strategic Change Management.

Correlation analysis revealed that organizational Leadership was positively and significantly associated to strategic change management. Regression of coefficient revealed that there was a positive and significant relationship between Organizational Leadership and Strategic Change Management. This means that an improvement in organization Leadership leads to an improvement in Strategic Change Management. The study adopted the alternative hypothesis that Organizational Leadership has a significant effect on strategic change management in Mombasa County Government.

5.2.3 Organizational Climate

The third objective of the study was to determine the effect of organization Climate on strategic change management in Mombasa County Government. Organizational Climate was found to be satisfactory in explaining Strategic Change Management. Further, results showed that Organizational Climate is a good predictor of Strategic Change Management.

Correlation analysis revealed that organizational Climate was positively and significantly associated to strategic change management. Regression of coefficient revealed that there was a positive and significant relationship between Organizational Climate and Strategic Change Management. This means that an improvement in organization Climate leads to an improvement in Strategic Change Management. The study adopted the alternative hypothesis that Organizational Climate has a significant effect on strategic change management in Mombasa County Government.

5.2.4 Organizational Culture

The forth and the last objective of the study was to determine the effect of organization culture on strategic change management in Mombasa County Government. Organizational culture was found to be satisfactory in explaining Strategic Change Management. Further, results showed that Organizational culture is a good predictor of Strategic Change Management.

Correlation analysis revealed that organizational culture was positively and significantly associated to strategic change management. Regression of coefficient revealed that there was a positive and significant relationship between Organizational culture and Strategic Change Management. This means that an improvement in organization culture leads to an improvement in Strategic Change Management. The study adopted the alternative hypothesis that Organizational culture has a significant effect on strategic change management in Mombasa County Government.

5.3 Conclusions

5.3.1 Organizational Structure

Based on the findings, the study concluded that Organizational Structure has a positive and significant effect on Strategic Change Management. In order for an organization to achieve successful change management results. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process. Organizational hierarchy with many management levels make it difficult for change communication to reach the intended recipient in the right time and form without distortion and hence enabling change management.

5.3.2 Organizational Leadership

Based on the findings, the study concluded that Organizational leadership has a positive and significant effect on Strategic Change Management. In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial now a days since it needed for organizations to survive. The strategic leadership is eagerly needed for organizations, which is well capable to

predict the essential alterations and changes, in advance and create required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully. As leadership has a central role in evolution and cultivating an organization, the process of organizational change demands a very effective and highly competent leadership.

5.3.3 Organizational Climate

Based on the findings, the study concluded that Organizational climate has a positive and significant effect on Strategic Change Management. Climate perceptions mediate the relationship between the organizational context and individual response thus supporting or constraining employees during the organizational change. Organizational climate also has been found to influence interpersonal atmosphere which in turn influences the managerial effectiveness.

5.3.4 Organizational Culture

Based on the findings, the study concluded that Organizational culture has a positive and significant effect on Strategic Change Management. Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers. Organizational culture was known to have an effect on management styles within an organization, further clarifying that organizational culture had the ability to shape the speed and efficiency with which things were done.

5.4 Recommendations

5.4.1 Managerial Recommendations

The study recommends the County government of Mombasa to focus on organizational structure, organizational leadership, organizational climate and organizational culture since they were found to have a positive and significant effect on the strategic change management. This study noted that organizational structure, organizational leadership, organizational environment, and organizational culture

contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. It was noted that organizations that exhibited lean structures, strong leadership, conducive organizational environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.

Managers should consider the many factors involved in a complex and dynamic situation before making decisions that implement actions that will influence the effectiveness, efficiency and ultimately the sustainability of their organizations. In order for an organization to achieve successful change management results, the staff should empower and give authority to junior employees to make decisions that will enable a proper change management process. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process. The staff should empower and give authority to junior employees to make decisions that will enable a proper change management process.

This competent leadership should be well capable to perceive the most desirable shape of an organization. It should also address the issue of environmental change in most appropriate way as well as enable the organization to rapidly push through stressful, discomforting and risky shifts in the business and organizational system.

Organizational change, goals can be accomplished by directly changing the organizational climate or interpersonal style how often people are with each other, how conflict is managed, how decisions are made. However, changes in an organization can only be long lasting if the workers see the changes in policies, procedures and rules as favorable to them. Therefore, organizational change often requires changing the organization's culture and learning.

5.4.2 Policy Recommendations

This study makes recommendations that have policy implications for decision makers among them the Ministry of devolution and planning, County governments, national government ministries, and government parastatals. The study found out that organization structure has a positive effect on strategic change management in Mombasa County. Therefore, the researcher recommends that the county departments should be flexible and organization structural strategy should be linked to all departments in order to add value and create synergy.

The study found out that organization culture has a positive effect on strategic change management in Mombasa County. It is also recommended that the policy makers should come up with the policies that supports the culture of involving all employees and stakeholders as part and parcel of the strategic change process. Strategic change managements should be an organization wide process and not the exclusive preserve of the change specialists and upper management. The change leaders should have also created an environment that actually facilitates change.

The study found out that organization leadership and organization climate has a positive effect on strategic change management in Mombasa County. The study recommends that leaders within the county should come up with policies regarding to training and communication since they are the key to overcoming strategic change management challenges. There is also a need for the organization to seek for a better consultants preferably one that has handled this kind of change before or with more experience.

5.4.3 Academic Recommendations

The current study as contributed knowledge to the ongoing debate on determinants of strategic change management and it has further advanced the existing literature on strategic change management. The study recommends that the academicians, scholars and county executives should team up to develop theories on determinants of strategic change management that will enhance the knowledge of strategic change management in the developing world instead of relying more on theories from the

western world. The Lecturers should work with the County Policy Makers to develop a curriculum that has a blend of theory and industry practice with emphasis on strategic change management practices. The County Executives should also offer class support to the lecturers as resource persons with practical experience.

5.4.4 Contribution of the Study to Theory and Knowledge

The study contributed to the body of knowledge in the following ways; the findings of the study will assist the county executives to embrace organizational structure, organizational leadership, organizational climate and organizational culture as the study discovered that the stated factors contributes to strategic change management. By undertaking the study, the organizational factors and strategic change outcomes was explored. This went a long way in adding past findings value and enabled users have information and a deeper understanding of the need for enhancing organizational structure, organizational leadership, organizational climate and organizational culture so as to improve on strategic change management. The study also offered a logical ground on which empirical indicators and hypotheses could be identified and tested so as to verify the theories. It contributed to the body of knowledge and to other researchers as they will be able to appreciate the effects of the stated factors and inspire similar and further research in other industries and also contribute to the existing literature on strategic change management.

5.5 Areas for Further Research

The study sought to assess the determinants of strategic change management. This called for the analysis of Mombasa County Government only, thus area for further studies could consider other county governments for purpose of making a comparison of the findings with those of the current study.

The study used only four variables that is organizational structure, organizational leadership, organizational climate and organizational culture as the only variables that influences strategic change management. Future studies can incorporate other variables like employee motivation practices for example employee recognition, compensation and promotion since they can influence strategic change management.

The current study did not use neither a moderating nor an intervening variable. There are other factor that can affect by mediating or intervening which could be researched further for example government policies. Therefore, future studies can introduce a moderating or an intervening variable in their models.

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APPENDICES

Appendix I: Introductory Letter

Date: 25th July, 2016.

TO WHOM IT MAY CONCERN

Wilfred Kakucha

This letter serves to introduce the above named who is A **Doctor of Philosophy in Business Administration of Jomo Kenyatta University of Agriculture And Technology** student and is interested in carrying out research on **Determinants of Strategic Change Management in Mombasa County Government, Kenya.**

Any assistance accorded to the student in pursuit of this study will be greatly appreciated. For more information please do not hesitate to contact the undersigned.

Yours Sincerely,

School of Business

Jomo Kenyatta University of Agriculture and Technology

Appendix II: Questionnaire

Section A: DEMOGRAPHIC CHARACTERISTICS

1. Bio-Data

Age		Gender		Highest Level of Education	
18 - 24		Male		University	
25 - 34		Female		College	
35 - 44				Secondary	
45 - 55				Primary	
55+					

2. Economic characteristic

Rank		Monthly household income		Category	
Senior		≤20000		Transferred from national government	
Middle		20000-30000		Previous local authority employee	
Junior		30000- 40000		New county employee	
Support		40000 - 50000			
		> 50000			

Section B: Strategic Change Management

3. When the county was transitioning from central government to the devolved system, the county. 1 - Strongly Disagree; 2 - Disagree; 3 – Neutral; 4 - Agree; 5 – Strongly agree

	1	2	3	4	5
Examined external trends, issues and problems confronting it					
Identified and discussed actual or potential crises or major opportunities					
Established an increased sense of urgency around needed change					
Put together a group with enough power to lead the change					
Got the group to work together effectively as a team					
Created a vision and strategy to help guide the change effort					
Ensured that it had a shared vision and strategy					
Continuously used every available vehicle to communicate the new vision and strategy					
Had the leadership team role-model the behavior expected of employees					
Eliminated obstacles to the planned change					
Modified systems or structures that undermine the change vision					
Encouraged reasonable risk-taking and non-traditional ideas and actions					
Focused on results rather than activities					
Planned for visible short-term improvements in performance (quick “wins”)					
Visibly recognized and rewarded people who make the wins possible					
Monitored and adjusted strategies in response to problems in the change process					
Aligned all policies, systems, structures and practices to fit each other and the change vision					
Hired, promoted and developed people who can implement the change vision					
Reinvigorated the change process through new projects, themes and change agents					
Articulated the connection between new behaviors and organizational success					
Created processes to ensure leadership development and succession					

Section B: Organizational Structure

4. How would you describe the way in which daily activities are carried out in the county? 1 - Strongly Disagree; 2 - Disagree; 3 – Neutral; 4 - Agree; 5 – Strongly agree

		1	2	3	4	5
Formalization	It is considered extremely important here to follow the rules					
	People can ignore formal procedures and rules if it helps get the job done					
	Everything has to be done by the book					
	It's not necessary to follow procedures to the letter around here					
	Nobody gets too upset if people break the rules around here					
Autonomy	Management let people make their own decisions much of the time					
	Management trust people to take work-related decisions without getting permission first					
	People at the top tightly control the work of those below them					
	Management keep too tight a reign on the way things are done around here					
	It's important to check things first with the boss before taking a decision					
Participation	Management involve people when decisions are made that affect them					
	Changes are made without talking to the people involved in them					
	People don't have any say in decisions which affect their work					
	Information is widely shared					
	There are often breakdowns in communication here*					
Standardization	The county has standardized operating procedures					
	The standardized procedures discourages creativity					
	One is not free to carry out duties assigned in his/her own way					

Section C: Organizational Leadership

5. How would you describe the leadership in the county? 1 - Strongly Disagree; 2 - Disagree; 3 – Neutral; 4 - Agree; 5 – Strongly agree

	1	2	3	4	5
Help subordinates to resolve conflicts					
Provide support and encouragement to subordinates					
Express confidence in peoples for attaining objectives					
Recognize contribution and accomplishment					
Lead by examples					
Socialize with the subordinates					
Celebrate progress in implementing change					
Interpret the conditions that need urgent change					
Encourage views of peoples for improvement					
Study competitors for getting ideas for improvement					
At work, organize activities to improve performance					
Explain rules, policies and standard operating procedures					
Assign work to group or individual to achieve objectives					
Experiment with new approaches to get objectives					
Form task teams to implement change					
Encourage innovative ideas of subordinates					
Monitor operations and performance of subordinates					
Resolve problems that disrupt the work					
Emphasize the importance of efficiency at work					

Section D: Organizational Climate

6. How would you describe the perceptions, feelings and attitudes that staff have about the county? 1 - Strongly Disagree; 2 - Disagree; 3 – Neutral; 4 - Agree; 5 – Strongly agree

		1	2	3	4	5
Human Relations	This county pays little attention to the interests of employees*					
	This county tries to be fair in its actions towards employees					
	Supervisors here are really good at understanding peoples' problems					
	Supervisors show that they have confidence in those they manage					
	People are suspicious of other departments*					
	People in different departments are prepared to share information					
	People here always want to perform to the best of their ability					
	People are prepared to make a special effort to do a good job					
Internal Processes	Senior management like to keep to established, traditional ways of doing things					
	The way this organization does things has never changed very much					
	Management are not interested in trying out new ideas					
Open systems	New ideas are readily accepted here					
	Management here are quick to spot the need to do things differently					
	The county does not concern itself with what is happening in the market place*					
	Ways of improving service to the customer are not given much thought*					
	The methods used by the county to get the job done are often discussed					
	In this county, objectives are modified in light of changing circumstances					
Rational Goals	People have a good understanding of what the county is trying to do					
	Time and money could be saved if work were better organized*					
	People usually receive feedback on the quality of work they have done					
	People here are under pressure to meet targets					
	Quality of service is taken very seriously here					

Section E: Organizational Culture

7. How would you describe the way things are carried out in the county? 1 - Strongly Disagree; 2 - Disagree; 3 – Neutral; 4 - Agree; 5 – Strongly agree

		1	2	3	4	5
<i>Involvement</i>	Decisions are usually made at the level where the best information is available					
	Work is organized so that each person can see the relationship between his or her job and goals of the organization					
	There is continuous investment in the skills of employees					
<i>Consistency</i>	The leaders and managers ‘practice what they preach’					
	There is a clear agreement about the right way and the wrong way to do things					
	There is good alignment of goals across levels					
<i>Adaptability</i>	Different parts of the organization often cooperate to create change					
	Customer input directly influences our decisions					
	We make certain that the ‘right hand knows what the left hand is doing’					
<i>Mission</i>	Our strategy leads other organizations to change the way they compete in the industry					
	People understand the needs to be done for us to succeed in the long run					
	Our vision creates excitement and motivation for our employees					

Appendix III: Key Informant Interview Guide

Section A: Strategic Change Management

1. How would you describe the urgency that surrounded the transitioning from central government to the devolved governance in the county?
2. During the transition period, how was the alignment of policies, systems, structures and practices with respect to the new governance structure?
3. Was there a drawn strategy on how the new governance would take over from the previous local authorities? How effective was this strategy in aiding the change process?
4. During the transition consistent were activities carried out in various departments? Was there coherence? To what degree was the vision shared among the staff?
5. How does the organizational behaviors compare before and after the transition to the devolved system?

Section B: Organizational Structure

6. In this county, how important are rules in executing daily duties? Does it at times hinder people in performing duties assigned?
7. To what extent does the management in the county allow their subordinates make work related decisions without getting permission first?
- 8.
9. Does the subordinate have to seek approval from management even for simple decisions?
10. To what level does the management involve subordinate when decisions concerning them are made?
11. Does the County have Standard Operating Procedures? How does this affect staff's creativity?

Section C: Organizational Leadership

12. To what level do the leaders in the county socialize and build relationships among the subordinates to foster teamwork?
13. To what extent to the leadership in the county attach rules, policies and standard operating procedures among routine tasks?
14. How frequent does the leadership make major changes in processes related to work in the county?
15. How does the leadership support new ways of doing things in the county?

Section D: Organizational Climate

16. How would you describe the relationships among members of different departments in the county?
17. How does the effort put in by employees within the county compare?
18. To what level does way of doing things changed in the recent past? Has it improved, stagnated or deteriorated?
19. To what level do you think the County is responsive to what is happening in the market place? Does it change in response to this?
20. How would you describe the clarity of what the county is trying to achieve among the employees?

Section E: Organizational Culture

21. How would you describe the relationship between what staff are doing and what the county has set to achieve? Are they aligned?
22. How do the leaders perform their tasks within the county? Do they 'practice what they preach'?
23. How clear are communications among departments and among employees? Do all the employees know what other departments are doing?
24. How would you describe the understanding of the need to succeed as an entity among the staff?

Appendix IV: Sampling Frame

Cadre	Total number	Sample
Governor and Deputy Governor	2	
County Executive Committees Members	12	12
Chief Officers	12	
Departmental Directors	12	
Junior Officers	4064	364

Appendix V: Study Site

