DETERMINANTS OF STRATEGIC CHANGE IMPLEMENTATION IN STATE CORPORATIONS IN KENYA

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Determinants of Strategic Change Implementation in State Corporations in Kenya

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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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DEDICATION

To my family; my loving wife Caroline Nkatha who stood by me throughout my academic journey. To my sons Patrick Austin Mutua Jnr., Reagan Muthwii and my daughter Neema Nduku, you are the reason I did this. To my mum Mary Nduku who instilled the foundation of education since childhood. To my grandmother Alice Mutete who always trusted my academic ability.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CAMIS	Cargo Management Information System
CEO	Chief Executive Officer
CSD	Customs Service Department
CSR	Corporate Social Responsibility
ERP	Enterprise Resource Planning
ETR	Electronic Tax Register
GST	General Systems Theory
IBM	International Business Machines
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
KCC	Kenya Cooperative Creameries
KII	Key Informant Interviews
KQ	Kenya Airways
KRA	Kenya Revenue Authority
KWS	Kenya Wildlife Services
NBK	National Bank of Kenya
NGO	Non-Governmental Organisations
PI	PepsiCo International
SPSS	Statistical Package for Social Sciences
SCAC	State Corporations Advisory Committee
VIF	Variation Inflation Factors

DEFINITION OF KEY TERMS

Change Coercion:	Is a change strategy in which aversive events are used to control behaviour of another person (Patterson, 2016)
Change Communication:	Is the means used to pass across change message to employees, shareholders and other stakeholders (Cummings & Worley, 2014)
Change Implementation:	Is the implementation of change in an organization and having the ability to achieve the desired goals (Lewis, 2017)
Change Management	Is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level (Chemengich, 2013)
Change strategy:	Approach needed in the management of change considering the unique situation of the project or initiative (Cels, Jong, & Nauta, 2012).
Employee Participation:	Term used in reference to the change agent strategy of bringing employees on board when implementing change asking their opinions and incorporating them in change efforts when necessary (Heathfield, 2016).
Leadership Commitment:	Is the dedication to change by the leadership in organization for instance through provision of financial support, guidance and training to the employees (Abrell-Vogel, & Rowold, 2014)
Organizational Culture:	Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems (Schein, 2010)
Stakeholder Involvement:	Is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions (Harper, 2015)
Strategic Change:	Strategic change is a conscious initiation by top managers, creating a shift in key activities or structures (Mantere, Schildt, & Sillince, 2012). Strategic change is the difference in the form, quality, or state over time, that typically affects major elements of the organization, such as structure, identity, or strategy; it is often fundamental; and is usually initiated and led by executives and/or their consultants (Kunisch, Bartunek, Mueller & Huy, 2017)

State Corporation: State Corporations are state owned entities established under the State Corporations Act, chapter 446 of the laws of Kenya (GOK, 1987). State corporation is a legal entity that is created by the State for purposes of partaking in commercial activities on the government's behalf (Capalbo & Palumbo, 2012)

ABSTRACT

The study aimed at establishing the determinants of strategic change implementation among the state corporations in Kenya. The specific objectives guiding the study comprised the assessment of the influence of; stakeholders' involvement, leadership commitment, change communication, employees' participation, change coercion on strategic change implementation, as well as the influence of the moderating effect of organizational culture on the relationship between the determinants and strategic change implementation in state corporations in Kenya. The study adopted a cross-sectional survey research design and targeted all 392 state corporation in Kenya, grouped into 18 functional categories. A sample of 80 state corporations was derived through proportionate stratified random sampling. The study purposively selected 4 respondents from senior level and middle level management drawn from the critical departments in strategic change implementation namely; the Chief Executive Officer office, the ICT, finance and Human Resources. The total number of respondents thus comprised 320 participants. A questionnaire containing both open ended and closed ended questions was used to collect primary data while secondary data was gathered through reviews of both theoretical and empirical literature. A pilot study was carried out on ten (10) percent of the respondents totaling 32 participants. The goal of piloting was to test both the reliability and validity of the research instruments. The study used Cronbach's alpha coefficient to test reliability at the mark of 0.848, whereas face and content validity were used for checking for validity of the research instrument. The analysis of the primary data was carried out with the use of SPSS version 21. Descriptive statistics were tabulated into percentages while inferential statistics were provided using correlation and multiple linear regression outputs. The study revealed that stakeholder involvement, leadership commitment, employee participation, change communication and change coercion had significant bearing on strategic change implementation in state corporations in Kenya. The study also found out that organizational culture only added predictive value to both the individual variable models and the overall joint model, but did not moderate the strategic change implementation in state corporations in Kenya. Additionally, the study established that organizational culture acted as a strategic change determinant and not a moderator. This was contrary to the prevailing scholarly view. The study concludes that change coercion, change communication, leadership commitment, stakeholder involvement and employee participation independently affect strategic change implementation in state corporations in Kenya, with change coercion and change communication giving the highest contribution in presence of organizational culture. The study also concludes that organizational culture as a moderator does not affect the implementation of strategic change in organizations. The study recommends that to achieve positive results in implementation of strategic change, state corporations should prioritize use of coercion, communication of the change and ensure stable organizational culture is in place. Similarly, the study recommends for institution of policy guidelines to regulate strategic change implementation process in state corporations in Kenya. Equally, the study recommends a replication of the study in other entities in order to establish the sector specific trends regarding strategic change implementation in organizations, as well as adoption of other research designs.

CHAPTER ONE

INTRODUCTION

This chapter covers at the background of the study, statement of the problem, study objectives, hypotheses of the study, significance of the study, scope of the study and the limitations of the study.

1.1 Background of the Study

Modern organizations operate in fast paced environments of change and none has been immune from implementing organizational changes (Armenakis & Harris, 2009). In the downturn of uncertain economic climate, most organizations are forced to make changes in order to survive (Edmond, 2011). In the recent past, organizations have embraced change in their ways of doing things as well as various change management practices. Some organizations implemented changes yet still did not survive (Dawson & Sykes, 2016). Congruence between change implementation and strategic dispensation of the organization is touted as critical to organizational effectiveness. Johnson and Scholes (2011) aver that organization must find ways for operating by developing new competencies as the old advantage and competences gained quickly eroded owing to environmental changes. Management literature has been rife with propositions of the right configuration or combination of determinants to strategic implementation of change said to guarantee organizations a lifeline for survival (Dawnson et al.).

Gichuki and Abok (2015), opined that change is a comprehensive, cyclic and structured approach for transitioning individuals, groups and organizations from current state to a future state with intended business benefits. It is important therefore for the process of change to begin with organizational leaders developing organizational strategy, then with the creation of an initiative that is aligned with strategy. Change is also a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant, Marshak, Oswick & Wolfram, 2010).

Armenakis and Harris (2009) posit that organizational change is normal and a requirement to achieve and sustain organizational effectiveness. Isern and Pung (as cited in Aslam, Ilyas, Imran, & Rahman, 2016) alluded that organizations change in order to reduce costs, to move from good to great performance, to complete or integrate a merger, to turn around a crisis situation, to catch up with rival companies, to split up or divest part of the organization, and to prepare for privatization or market liberalization. Samuel (2013) found that change is becoming an endless phenomenon and hence the need to manage it properly for an organization to survive and therefore understanding and comprehension pertaining to numerous crucial aspects entailed in the management of such change is sometimes inadequate. Edmond (2011) posits that in reality, change cannot be wholly managed as it will emerge naturally once a strategy for change is in place. In general, there is no single change management strategy.

Parker, Charlton, Ribeiro and Pathak (2013) state that change management is considered a broad theme encapsulating such terms as total quality management, re-engineering, rightsizing, restructuring, cultural change and business turnaround; amongst others. Potter (2015) avers that managing change is becoming more challenging as changes come more rapidly and have long term impacts. Implementation of strategic change is a double-edged sword because it simultaneously generates expected performance gain and unexpected performance loss (Brown & Cregan 2008). Mushtaq (2011) asserts that organizations have been facing failure in implementing their desired change due to many reasons and communication has been found to be a probable reason. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change (Potter, 2015). According to Nordin (2014), organizational change is comprised of implementing organizational change, communication strategies for catalyzing organizational change, and employee interpretation of organizational change.

1.1.1 Global perspective of Strategic Change Implementation

Baker (2007) argued that for successful strategic change implementation and for real long-term advantage to be gained from it, then, there is a need for a coherent and extensive strategy that draws from all aspects of the environment within which the organization is active. Implementing strategic change is one of the most important undertakings of an organization (Sonenshein, 2010). The business environment across the globe has become increasingly volatile and constantly changing in the last few decades (Thomas, 2014), with the rate of change which business organizations face continuing to increase more and more. Change has been embraced by many institutions globally enabling them to not only continue being afloat but also achieve great success thereby matching the fast-changing business environment. However, in spite of the adoption and implementing of the change, some institutions have either faced numerous challenges or had the changes collapse and eventually going under the drain.

Going by the increasing volatility of the business environment, change management has become inevitable (Thomas, 2014). Some of the international organizations that implemented strategic change in the recent past include Nokia which included major restructuring and multiple waves of large-scale layoffs, PepsiCo International (PI), IBM turnaround strategy, the Toyota just-in-time strategy, General Electric and the Coca-Cola product diversification strategy. Bourne and Bourne (2010), argued that awareness and desire for change in particular have been cited as some of the major sources of resistance to change. According to Hiatt, Sine and Tolbert (2009), reinforcement can be used to sustain the strategic change and to prevent the individuals from slipping back into the old behaviours or old ways of doing things.

1.1.2 Regional perspective of Strategic Change Implementation

Morur and Okibo (2015) allude that strategic change implementation entails numerous activities encompassing the internationalization of economy, the constant and uncertain change, increased competition among organization, need for consistent innovations, in addition to the rising adoption of information technologies that has forced firms to deal with the challenge of enhancing their competitiveness. Regionally, organizations have undertaken implementation of strategic changes in order to out-match the increasing dynamic demands in both the internal and external environments. Sonenshein (2010) argued that strategic change implementation can re-invigorate a business, but failure can lead to catastrophic consequences.

In Nigeria, strategic changes were implemented in the banking industry in 2005, that saw the consolidation of banks into 24 mega banks through mergers and acquisitions (Teryima, Victor & Isaac, 2014; Balogun, 2007; Aboh, 2011). To achieve international competitiveness, Oil and Gas companies in Nigeria have adopted integrated business reporting, Total Quality Management and strategic marketing techniques which included relationship marketing, value analysis, business process re-engineering, mega-marketing, re-marketing, co-marketing, bench marketing, and permission marketing (Akinyele, 2010; Ayoola & Olasanmi, 2013). Egyptian Egypt Air implemented strategic changes to enhance her competitiveness in the air industry (O'Connell & Warnock-Smith, 2012).

Airlines in Africa have faced stiff competition from other airlines in the world including the Asia, Europe and USA. As a result, their survival, growth and sustainability has been realized through implementation of strategic changes which included effective cost management strategies and prudent adoption of low-risk capital and efficient operational business models (Ssamula, 2009). In Uganda, there has been restructuring of institutions in the electricity sector for improved performance (Mawejje, Munyambonera & Bategeka, 2012). Similarly, Agricultural Cooperatives have implemented strategic changes which included formation of Strategic Alliances and restructuring to achieve profitable business units, improve the productivity and realize increased incomes (Kwapong & Korugyendo, 2010).

1.1.3 Local perspective of Strategic Change Implementation

According to Warrilow (2010), strategic change management strategies are referred to as the techniques adopted to effectively manage change in an environment experiencing change dynamics so as to embrace change and direct it towards positive contribution of a given organization. An institution needs to know its strength and weakness as well as customer’s needs and the nature of the environment in which they operate before any strategy is adopted.

Organizational change occurs often, due to the dynamic nature of the environment which poses several challenges to its effectiveness and performance and which may take place in order to respond to a new opportunity to avoid a threat to the organization (Moses, 2015). In the recent years, a number of state corporations have implemented strategic changes that have led to improved performance. Among the changes implemented are restructuring as a strategy to help manage employee costs through downsizing so as to boost performance, increase efficiency, enhance financial and social profitability and reform their management practices. Other reasons for restructuring include change of ownership or ownership structure, demerger, or a response to a crisis or major change in the business such as bankruptcy, repositioning, or buyout. According to Cascio (2010), many organizations struggle to enhance their competitive positions by adopting employment downsizing as a preferred part of a restructuring strategy.

In 2016 and 2017, Kenya Airways implemented a restructuring program that included reducing its fleet and cutting down her staff, a turnaround plan that was necessitated after reporting the largest losses in Kenyan corporate history in 2015, of Kenya Shillings 25.7 billion. Despite these change efforts, KQ has continued to post losses with the latest being KShs. 6.41 Billion between April and December 2018. Kenya Power and Lighting Company undertook restructuring in 2011 so as to rationale the measures taken in 2003 to save the Company from financial hardships following power rationing as a result of severe drought and a depressed economy in the period between 1999/2000 to 2002/2003 (Theuri & Omuodo, 2010). According to Waweru and Kalani (2009), KRA is able to collect 95% of the total Government revenue and over the last ten years of its existence, KRA also increased revenue collection from KShs. 122 billion in the Financial Year 1995/1996 up to KShs. 707 billion in Financial Year 2011/2012. This has been achieved by the implementation of ICT strategy through the introduction various tax reforms and modernization programs which included: Modernization of CSD, the Simba 2005 System for the automation of import and export.

Additionally, a Cargo Management Information System (CAMIS) for data tracking was put in place so as to help improve service delivery as well as reduction of compliance costs given that it provides a one stop centre for taxpayers (KRA, 2009). Another corporation that have attained success after implementation of strategic change is the New Kenya Cooperative Creameries (KCC). By 1987/88, KCC was selling 1 million litres per day with purchases from dairy farmers reaching a peak of 1.4 million litres per day.

According to the New KCC annual report 2016/17 the business is at its tail end of revival and rehabilitation program having successfully re-opened all the 11 cooling plants, 11 factories and 12 sales depots at an estimated cost of Ksh. 3 billion. During the year under review (2016), the company achieved the operational targets set by the government in the performance contract for the year. New KCC has sustained growing profitability in the financial year ended 30th June 2017 despite increased competition and historically high fuel prices in the year which led to an escalating cost of production (New KCC, 2018). The company adopted turnaround strategies to yield a defensible competitive position in the milk industry, and also embracing CSR and the ERP system for a defensible competitive position to fight off competition. The Government has also adopted public private partnerships in some State Corporations in order to enhance efficiency and realize improved service delivery (Obosi, 2011). Some of the changes that have been implemented in Kenyan state corporations and Government departments collapsed mid-way the implementation process or even immediately after completion of implementation. The question that suffices is-: 'what went wrong during implementation of the strategic change'?

1.1.4 Determinants of Strategic Change

Aapaoja, Haapasalo and Söderström (2013) argued that early involvement of stakeholders in any project allows room for creative solutions and the rigorous exchange of ideas and hence guaranteed realization of organization's objectives and goals. This could include implementation of strategic change as a project. Andriof and Waddock (2017) defined stakeholder as any group or individual who can affect or who is affected by the achievement of the firm's objectives.

Stakeholders include customers, suppliers, employees, shareholders, regulators, and the local community (Hult, Mena, Ferrell & Ferrell; 2011). Involvement of stakeholders in an organizational affair is key in the pursuit of organizational goals and realization of good corporate governance (Weiss, 2014).

McMurray; Pirola-Merlo, Sarros and Islam (2010) see leadership as the aspect of facilitating others to performance with emphasis on team structures, participative management, and increasing individual empowerment, with outcomes as direction towards organizational goals, alignment of organizational knowledge and work and the commitment of employees towards collective interests and benefits (Drath, McCauley, Palus, Van-Velsor, O'Connor & McGuire, 2008). Leadership Commitment according to Muthuveloo and Rose (as cited in Bushra, Ahmad & Naveed, 2011) is the managers' level of involvement with their jobs and organization which is attributed to their level of loyalty and faithfulness towards the organization. Productivity and performance of an organization which is correlated to employee commitment which is influenced by the level of commitment by the leadership.

Burke (2017) argued that change communication is the most important component in the overall change management process. During times of strategic change implementation, the process must always be made clear through elaborate channels (Kaufer & Carley, 2012). This is indicative of the notion that change communication can never be ignored. A cross section of scholars also supported the foregoing (Verčič, Verčič & Sriramesh ,2012). A section of previous researchers suggested that coercion was a possible alternative in pushing the wheel of strategic change implementation. Coercion involves use of irresistible threat in getting things done (Hawkins & Emanuel, 2007). Patterson (2016), depicted coercion as a strategy adopted when the need to change is more critical than the interests of the workforce. Change Coercion strategy is mostly chosen when urgency of change is of essence and where there is anticipated resistance.

1.1.5 Organizational Culture

Organizational culture has reference to deeply rooted values and beliefs that are shared by personnel in an organization (Sun, 2008). It is the exhibition of the typical characteristics of an organization, and is regarded as the right way in which things are done or problems are understood in an organization. Kavanagh and Ashkanasy, (2006) alluded that organizational cultures are continuously changing from time to time. Martins and Terblanche, (2003) defined organizational culture as the way of doing things in an Organization. From the foregoing, it logically appears that organizational culture may be necessary in giving strategic change implementation a strong impetus.

Alternately, organizational culture has been described as the negotiated order that emerges through the interfaces between actors, a negotiated order predisposed in particular by people with symbolic power to define the situation in which interactions take place (Hallett, 2003). On the basis of the foregoing culture description and portrayal, the study adopted Organizational Culture as a moderator on the relationship between the determinants and Strategic Change Implementation in State Corporations. Moderating variable can strengthen, diminish, negate, or otherwise alter the association between independent and dependent variables. Moderating variables can also change the direction of such relationships. The study sought to establish the real effect of organizational culture in the space of moderation.

1.1.6 State Corporations in Kenya

State Corporations are state owned entities established under the State Corporations Act, chapter 446 of the laws of Kenya. They were designed to accelerate social economic development (GOK, 2007). From 2002 onwards, the Government began the processes of continuous improvement through strategic planning, performance contracting, competitive appointment of top teams, pursuit of international standardization/certification and adoption of corporate governance and enterprise culture for sustainability (Nzulwa, Kidombo, Bolo & Ogutu, 2013). To date, most state corporations boast of clear strategic focus (Inspectorate of state corporations, 2010). They are expected to play a key role in realization of vision 2030, which aims to transform the country into a globally competitive middle-income economy.

Additionally, state corporations are positioned to support the Government in the Big 4 Agenda (food security, manufacturing, affordable universal health care and affordable housing) and the four pillars of sustainability (social, human, economic and environmental).

There are 392 (three hundred and ninety two) state corporations across Kenya's key economic sector (Energy, Infrastructure, Tourism, Agriculture, Financial, Hospitality, Health, Education, Telecommunication, Manufacturing, Industry, Sports, Transport, Labour, Environment, Lands, Devolution & Planning and Unique Enterprises). Reports from the Inspectorate of State Corporations and the Public Procurement oversight Authority (2010) inform that State Corporations experience many challenges ranging from poor governance, chequered strategic change management, fraud, poor performance, poor people management practices, adversarial labour relations and high turnover rates.

1.2 Statement of the Problem

Strategy implementation remains a key area of focus for modern organizations owing to the need to remain competitive in extremely volatile business environments. Organizations commit lots of efforts in crafting great strategic dispositions towards change and presumably well thought implementation plans. However, emerging research points out that over 70% of these efforts failed (Sonenshein & Dholakia, 2012). The overriding question that arises from the foregoing points to concerns on why strategic implementation of change fails in most organizations given the magnitude of resources committed to such efforts. State Corporations in Kenya, akin to most organizations globally, have over the past two decades, implemented strategic changes in order to improve service delivery, remain relevant, and enhance organizational efficiency and effectiveness (GoK, 2018).

A raft of notable strategic changes include e-government, e-procurement and performance contracting (Napitupulu, Sensuse, & Sucahyo, 2017; Otieno & Omwenga, 2015). Further, IFMIS and ICT for enhancing transparency, efficiency and effectiveness of service delivery were adopted (Magut, Lelei & Borura, 2010; Maisiba & Atambo, 2016).

Alternately, KRA has implemented tax reforms, adopted i-tax and electronic tax register (Eissa & Gordon, 2010; Naibei & Siringi, 2011), Public Universities implemented aggressive expansion and module II (self-sponsored) programs (Wainaina, 2011), some state corporations merged (Warui, Mungara, Kimemia, & Misango, 2014), others were privatized and some are restructuring. Remarkably, the state entities also adopted performance contracting to realize efficiency, cost effectiveness, accountability and responsiveness (Mwaura, 2008; Obongo, 2009; Hope, 2013; Mbua & Sarisar, 2014).

The implementation of strategic changes led to success in some state corporations. For instance, KRA increased tax collection in 2014 to 2017 by 10.5% (KRA, 2018). E-citizen improved service delivery by 30% (Kariithi, & Ragui, 2018). However, in others, there are cases of failed implementation of strategic changes leading to onset or midway collapse of changes in corporations. For example, the collapse of Uchumi supermarket's business re-engineering and growth strategy program in 2013 (Mathuva, 2014; Bosire, Nyaoga, Ombati & Kongere, 2013), the collapse of Kenya Airways expansion program in 2016, the collapse of Kenya Meat Commission turnaround strategy of in 2013 and 2016 among others. The National Bank of Kenya continuously reported losses despite the re-engineering program of 2010 and most public universities currently experience financial difficulties since 2014 despite taking up aggressive expansion strategies.

Failed implementation of strategic change hampers not only sustainability and service delivery but also their ability to contribute to national development, the gross domestic product and the critical key role in realization of vision 2030, aimed at transforming the country into a globally competitive middle-income economy. Such failure also curtails the positioning of state corporations as core engines in supporting the Government for the Big 4 Agenda (food security, manufacturing, affordable universal health care and affordable housing) and the four pillars of sustainability (social, human, economic and environmental).

From the foregoing, evidently queries arise on why over 60 percent of State Corporations did not implement strategic change as envisioned (SCAC, 2018). What factors could possibly be viable determinants of strategic change implementation? Sections of previous research reported various configuration of factors to that end: stakeholders including employee participation (Benn, Edwards, & Williams, 2014); leadership (Aapaoja et al., 2010), change communication (Burke, 2017) and coercion (Patterson (2016) among others. Organizational culture was depicted as a positive support environment for organizational processes (Martins & Terblanche, 2003). This chain of research was however not conclusive and/or was not derived from local perspectives of the public sector where state corporations belong. Either, the studies sought singularly to correlate each of the determinants under study to implementation of strategic change. This study sought to explore how a configuration of determinants would influence implementation of strategic change significantly for competitiveness. The foregoing thus, left conceptual, contextual, empirical and methodological gaps which this study aimed at filling. The study therefore sought to explore the determinants of strategic change implementation in state corporations in Kenya.

1.3 Objectives of the Study

Both the general and specific objectives were formulated as follows;

1.3.1 General Objective

The general objective of this study was to establish the determinants of strategic change implementation in state corporations in Kenya

1.3.2 Specific Objectives

1. To assess the influence of stakeholders involvement on the strategic change implementation in state corporations in Kenya.
2. To establish the influence of leadership commitment on the strategic change implementation in state corporations in Kenya.
3. To determine the influence of change communication on the strategic change implementation in state corporations in Kenya

4. To find out the influence of employee participation on the strategic change implementation in state corporations in Kenya
5. To examine the influence of change coercion on the strategic change implementation in state corporations in Kenya
6. To establish the influence of joint strategic change determinants on the strategic change implementation in state corporations in Kenya
7. To determine the moderating influence of organizational culture on the relationship between joint strategic change determinants and strategic change implementation in state corporations in Kenya

1.4 Research Hypotheses

The study sought to test;

1. $\mathbf{H_0 1}$**:** Stakeholder involvement has no significant influence on the Strategic Change Implementation in state corporations in Kenya
2. $\mathbf{H_0 2}$**:** Leadership commitment has no significant influence on the Strategic Change Implementation in state corporations in Kenya
3. $\mathbf{H_0 3}$**:** Change communication has no significant influence on the Strategic Change Implementation in state corporations in Kenya
4. $\mathbf{H_0}4$: Employee participation has no significant influence on the Strategic Change Implementation in state corporations in Kenya
5. $\mathbf{H_0 5}$: Change coercion has no significant influence on the Strategic Change Implementation in state corporations in Kenya
6. $\mathbf{H_0}6$: Joint strategic change determinants have no significant influence on the Strategic Change Implementation in state corporations in Kenya
7. $\mathbf{H_0}7$: Organizational culture has no significant moderating influence on the relationship between joint strategic change determinants and Strategic Change Implementation in state corporations in Kenya

1.5 Significance of the study

The study is deemed to be useful to the following;

1.5.1 Kenyan Government

The Kenyan Government and policy makers may use the findings of the research for future policy formulation and in determining the effectiveness of and the sustainability of change strategies in state corporations.

1.5.2 State Corporations

The findings of the research would be useful to the state corporations in terms of understanding the best change strategies that may be adopted to ensure sustainability of strategic change. The study contributes to the discourse on the moderating effect of organizational culture on the strategic change determinants and Strategic Change Implementation in state corporations in Kenya.

The study may draw attention to the role of organizational culture in times of strategic change implementation.

1.5.3 Academicians and Researchers

The research information contributes to the existing body of knowledge on change strategies, strategic change implementation and change management. Future researchers and scholars may use the information as reference in the field of strategic change implementation. Due to the importance of strategic change implementation in the present times, further insights regarding will be of great significance to scholars and academicians in strategic management. Other researchers may utilize the findings of the study as a reference point for future research into the role of organizational culture in strategic change implementation and theoretic foundation.

1.5.4 Managers and Strategic Change Practitioners

The findings of the study would be useful to officers in managerial positions as well as to Strategic Change practitioners in regard to decision making during strategic change implementation times. The findings will also help in understanding the impact the various determinants of strategic change have at times of implementation of strategic change in organizations.

1.5.4 General Public

The study is of great significance to the general public. Determinants of strategic change in state corporations in Kenya has a direct or indirect impact to the general public in regard to service delivery.

1.6 Scope of the Study

The focus of the present study was the determinants of strategic change implementation in state corporations in Kenya and was carried out in state corporations in Kenya. A sample was selected from the eighteen functional categories of all 392 state corporations in Kenya. Eighty (80) state corporations formed the sample representing the 392 state corporations in Kenya, with a respondents sample size of 320 participants.

The study targeted both senior level and middle level managers in the state corporations in Kenya.

1.7 Limitations of the Study

Due to the nature of the public service and the confidentiality policy in most organizations, some respondents were uncomfortable to release information to the researcher. However, an assurance was given to the respondents that their information was used purely for academic research and was not in any way used to jeopardise their work.

Questionnaires that were not returned or incomplete questionnaires was another limitation. To address this, the study employed aggressive follow ups as well as constant reminders to the respondents to fill and ensure completeness of the questionnaires. The researcher anticipated that the respondents might misinterpret questions in questionnaires and consequently not getting the expected answers. The researcher mitigated this by having few and clear open ended questions thereby obtaining accurate responses from respondents, as well as numerous closed ended type of questions which ensured accuracy of the results.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the relevant theoretical and empirical literature applicable to the study. It comprised of the various theories in change management, conceptual framework, empirical review, critique of existing literature and research gaps.

2.2 Theoretical framework

The study was grounded on appropriate theories drawn from the field of strategic management which included Stakeholder theory (Freeman, 1984), path-goal theory (House, 1971), Lippitt's Phases of Change Theory (Lippitt, Watson & Westley, 1958), Expectancy theory (Vroom, 1964), power coercive change theory (Patterson, 2016) and Theory of Planned Behaviour (TPB) (Ajzen, 1985).

2.2.1 Stakeholder Theory

Stakeholder theory by R. Edward Freeman (1984) emphasizes on increasing stakeholder satisfaction as opposed to profits maximization by a firm. He viewed a stakeholder as an individual or a group who is able to affect or be impacted upon by achievement of the Organization's goals. Jensen (2017) views a stakeholder as a person, group of people or an organization that is able to place a claim on the organizations' attention, resources or output or is affected by that output. Stakeholder management can be done variously including stakeholder identification, stakeholder analysis, stakeholder matrix as well through stakeholder engagement and communication of information (Widén, Olander, & Atkin, 2013). Bradley (2016) asserts that the idea of stakeholder management to strategic management process including the change process calls for managers to come up and oversee the implementation of processes that have the support of all stakeholders.

Management team of any enterprise are required to establish the middle ground between the requirements of their organizations and those of the stakeholders which ensures continued success of the enterprise. In relation to critical corporate decisions including strategic change process, it is imperative that the expectations of the various groups of the stakeholders are known and a determination made regarding their extent of influence (Benn, Edwards, & Williams, 2014). Freeman (2010) posit that the key stakeholders in the firm's activities include; employees, suppliers, customers, media, local communities, government, NGOs and environmental activists.

Carroll and Buchholtz (2014) further asserts the importance of stakeholder management is not limited to then daily operations of the enterprise. To the contrary, stakeholders' management is more concerned with the organizations long term strategic decisions. This makes it even more prudent for stakeholders' involvement in planning and execution of these decisions to ensure overall success of the set objectives of the enterprise. Lee (2011) posit that firms are likely to pay attention to stakeholder influence for either normative or instrumental reasons. Normative illuminations of stakeholder theory perceive the firm-stakeholder relationship in the lens of ethics where managers are seen as considering the interests of those with interests in their organizations (Mumbi, 2014). Thus, this perspective views the stakeholders as having a legitimate interest in the affairs of the enterprise (Andriof, Waddock, Husted & Rahman, 2017)

On the other end, instrumental stakeholder theories predict firm behaviour on means-ends reasoning, such that the organization pursues its interests through management of relationships with stakeholders (Elms, Johnson-Cramer, Berman & Phillips, 2011). Thus, this perspective views organization as laying focus to the interests of stakeholders who are perceived as having influence in regard to the organization's affairs (Hatch, 2018). This theory was critical to this study and was relevant in underpinning the first research determinant; stakeholder involvement.

2.2.2 Path-Goal Theory

Path-goal theory was first introduced by House (1971) and then further developed by Martin (1974) and House and Mitchell (1975). The Path-Goal theory is based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal such as change management (House & Mitchell, 1975). The goal is to increase one’s employees' motivation, empowerment and satisfaction so they become productive members of the organization. Path-Goal is based on Vroom's expectancy theory in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

The first proposition of path-goal theory is that leader behavior is acceptable and satisfying to subordinates to the extent that the subordinates see such behavior as either an immediate source of satisfaction or as instrumental to future satisfaction (Dinh, et al. 2014). The second proposition of this theory is that the leader's behavior will be motivational, i.e. increase effort, to the extent that such behavior makes satisfaction of subordinate's needs contingent on effective performance and such behavior complements the environment of subordinates by providing the coaching, guidance, support and rewards necessary for effective performance (Burke, 2017).

These two propositions suggest that the leader's strategic functions are to enhance subordinates' motivation to perform, satisfaction with the job and acceptance of the leader. From previous research on expectancy theory of motivation, It can be inferred that the strategic functions of the leader consist of: recognizing and/or arousing subordinates' needs for outcomes over which the leader has some control, increasing personal pay-offs to subordinates for work-goal attainment, making the path to those payoffs easier to travel by coaching and direction, helping subordinates clarify expectancies, reducing frustrating barriers and increasing the opportunities for personal satisfaction contingent on effective performance (Northouse, 2018).

Stated less formally, the motivational functions of the leader consist of increasing the number and kinds of personal payoffs to subordinates for work-goal attainment and making paths to these payoffs easier to travel by clarifying the paths, reducing road blocks and pitfalls and increasing the opportunities for personal satisfaction en route (Northouse, 2018). In the context of this study, path-goal theory formed a basis and supported the second determinant; leadership commitment. As per path-goal theory, during implementation of strategic change, the leader assists the process through providing motivation to the subordinates. By the leader recognizing and arousing the subordinates' needs that facilitate the implementation of change and by advance communication of the benefits likely to result from such change, then the change process becomes facilitated.

2.2.3 Lippitt's Phases of Change Theory

Lippitt, Watson and Westley (1958) extended the Lewin's (1951) Three-step change model. They came up with a seven-step theory with special focus on the role and responsibility of the change agent as opposed to the evolution of change itself. The fundamental difference distinguishing the Lippitt's model from the Lewin's three-face model lies on the perception of the actual process (Battilana & Casciaro, 2012). While the Lewin's model laid focus on the manifestation of the change process, the Lippitt's model emphasis on the initiating party considered to be the agent with the responsibility of overseeing the change process (Battilana & Casciaro, 2012). The theory further give emphasis on the criticality of change communication in the whole change process.

The initial step of the seven steps in the model entails the diagnosis of the problem. It is at this stage where the ball is set rolling and the project management to steer the change process comes in. The project management is important at this stage to provide the appropriate framework for implementation of change (Schifalacqua, Costello & Denman 2009). At this phase a detailed plan or draft guideline of the proposed change is developed and distributed to everyone whom the change will affect. A caution is however given by Burke, (2017) against over-planning and leaving some people to exercise their discretion. At this stage also, it is critical to have an agreed and appropriate timescale to reduce chances of alienation while increasing the likelihood of success (Miller & Rollnick, 2012).

Al-Haddad, and Kotnour, (2015) assert that the power of grapevine cannot be ruled out at this stage and therefore communication need to begin this early. Stichler (2011) sees communication as being important in the entire change process. After diagnosis of the problem, what follows as per Lippit's model is assessment of the motivation and capacity to change. This encompasses establishing communication with those who are likely to be affected by the proposed change, responding to their concerns, as well as where necessary providing justification for change. One way to achieve this is using focus group interviews (Miller & Rollnick, 2012). This phase is supposed to address any resistance to the process or address what Lewin (1951) called as driving and restraining forces. The model emphasizes on the importance for managers to be aware that resistance is inevitable and thus plan for how it should be addressed (Cameron, & Green, 2015).

One way of successfully completing this phase is applying the forces analysis developed by Lewin (1951) which illustrates that restraining forces can only be removed by increasing the driving forces. The change agents therefore have to develop strategies to reduce restraining forces such as fear of loss of satisfaction in current job and fatalism resulting from past change attempts (Cameron & Green, 2015). These can be dealt with by increasing driving forces such as by increment of remuneration, promotional incentives and better recognition (Dobre, 2013). The third stage in Lippitt's model entails an assessment of resources and motivation of the change agent. It is important to note that change agents are not at all times managers (Battilana & Casciaro, 2012) and neither is it necessary for them to be members of the organization for which the change process is being carried out. This phase therefore entails assessing the unique resource requirement and balancing such interests.

This is followed by the fourth stage in the model, which encompasses choosing of progressive change objects. Here, strategies and actions plans concerning the proposed change are developed. This phase is the planning stage and the change process is well defined and the final draft of the change plan is developed, according to Mitchell (2013), a timetable needs to be drawn at this point to ensure cost effective in implementing the change.

The change agent has the opportunity to explore some broad strategies that can be adopted. The fifth stage in the Lippitt's Phases of Change Theory, entails defining the role played by the change agents that have to be comprehended by all the stakeholders who partake in the change process. Burke (2013) affirms that the change agents are crucial in the whole change process especially with regard to management staff and supporting of the change efforts at this stage. At this stage, it is possible for resistance to change among the workforce to intensify and thus as recommended by Battilana & Casciaro (2012), another force-field analysis to deal with any resistance. After definition of the role of change agent, what follows are efforts to maintain the change. Communication, feedback, as well as group coordination are very important in this step.

Overall, this stage is focused on maintaining the change with view to making it stable component of the system (Kotter, 2012). At this stage, the change agents are required to utilize their interpersonal skills to inspire change. They can do this by having an understanding of motivation theory. For instance, Herzberg (1959) two-factor motivation theory proposes that there are intrinsic and extrinsic needs in individuals which are categorized as satisfiers and dissatisfies and which need to be fulfilled. Change agents are therefore tasked as establishing these needs and means of satisfying them.

Finally, the last stage in Lippitt's model encompasses gradual withdrawal of the change agents, as the change becomes part of the culture in the organization. The evaluation of the whole process is also done at this stage. Mitchell (2013) however, advises that change agent should remain available for advice and reinforcement since it is possible for past behaviours to re-emerge and render the successful change useless. This theory being relevant in the contemporary world of change helped this research in establishing the role played by change agents in organizations and underpinned the third determinant; change communication.

2.2.4 Expectancy Theory

Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice (Renko, Kroeck & Bullough, 2012). That is, people are free to choose those behaviours suggested by their own expectancy calculations.

A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge) (Renko, Kroeck & Bullough, 2012). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence (Renko, Kroeck & Bullough, 2012). A person is motivated to the degree that he or she believes that effort will lead to acceptable performance (expectancy), performance will be rewarded (instrumentality), and the value of the rewards is highly positive (valence).

When implementing changes in the organization such as a company policy, work process or job responsibilities, expectancy theory predicts the employee's motivation to go along with the change. A major element of expectancy theory is the employee's assessment of whether a change in behavior is likely to result in a change in production or performance. In contemplating a response to a change, a worker may analyse whether going along with the change is going to lead to positive outcomes (Alvesson, & Sveningsson, 2015). The employees' belief in themselves, result from previous changes and the difficulty in implementing the change. If the change is complex and challenging, it is less likely the employee makes a successful adjustment (Renko, Kroeck & Bullough, 2012).

The instrumentality element of expectancy theory suggests an employee is more motivated if he/she believes better performance results in greater rewards. Some organizations offer rewards or incentives to motivate employee cooperation to a change (Alvesson & Sveningsson, 2015).

If the employee recognizes the relationship between a positive response to the change and the rewards, he is more likely to go along. In a sales job, if an employee believes a new sales process will result in more sales and greater commissions, he likely is motivated (Alvesson, & Sveningsson, 2015). Valence on the other hand refers to the employee's perceived value of the rewards. If the rewards gained from cooperating with or implementing changes matter to the employee, he is more likely to work hard to go along with the change (Burke & Noumair, 2015). Hence, this theory was important to this study as it underpropped the fourth determinant; viz. employee participation. Involving employees help in understanding their desires and fulfilling them, to make the employees embrace the desired strategic change.

2.2.5 Power Coercive Change Theory

The power coercive change theory was introduced by Patterson, (2016) in his book, *Coercion theory: The study of change*. According to Paterson, (2016) Elements of power can be found in all approaches to change. In the rational-empirical approach, power is based in the information or knowledge that is used as a prime mover of the change. In this approach, those who possess the knowledge hold power in the system. Judicious use of information represents a clear application of power within systems change driven by knowledge (Lenski, 2013). In Normative reeducating change, the underlying philosophy of change focuses on the development of a personal sense of power and the sharing of organizational power through the active involvement of system members in problem definition and solution generation (Blau, 2017). The Power-Coercive strategy emphasizes a different approach and different elements of the power process. In general, this approach to change emphasizes the use of political and economic sanctions as the principal strategy to bringing about change, although the use of “moral” power also historically forms a key element of the strategy (Benne and Chin, 1985).

Political or positional power involves the ability to create policies, directions, laws and other legal agreements that bring with them legitimate sanctions for non-compliance (Jackson, et al. 2012).

Threat of sanction has the impact of increasing the willingness of system members to follow the directions of those who hold the power and engage in the change that they mandate. In addition to the economic and other sanctions that tend to be associated with this approach to change, many individuals are influenced by deeply held cultural beliefs concerning the legitimacy of senior members of the hierarchy to give direction to members of the systems for which they hold responsibility (Jackson, et al. 2012). The aura of legitimacy of the power source is sufficient, in these cases, to reduce resistance to imposed change. In such cases, a power-coercive way of making decision is accepted as the nature of the way the system operates.

The use of economic sanctions represents a logical extension of political power. Under a political power scenario in the broader social context, sanctions generally focus on jail and other personal liberty sanctions. Under the economic power strategy for change, the rewards (and sanctions) focus on the provision (or withholding) of financial incentives (Blau, 2017). Organizations can differentially reward members for their active implementation of new methods of management or new approaches to dealing with issues. Governments can dole out (or withhold) funding from organizations in return for their willingness to comply with new policy directions. This last example represents a combination of political power (the right to set policy directions) and economic power (the ability to fund the new directions and to withdraw funding from other practices now seen as outmoded) (Lenski, 2013).

All of the above outlined meta-strategies (rational-empirical, normative-reductive, and power-coercive) represent approaches to bringing about change in human systems. While few change processes draw exclusively from one of the three, most base their approaches in one of the three camps and use tactics from the other two to initiate change efforts or propel them along at significant moments (Burke, 2017). When viewed through the lens of these three frameworks, patterns can be seen in the preferred and predominant approaches to change chosen by organizational systems around the world (Burke, 2017). This is particularly true in public sector organizations where expectations of transparency and emerging demands for greater stakeholder impact on decision-making processes have become increasingly strident. This theory was useful in underpinning the fifth determinant; viz, change coercion.

2.2.6 Theory of Planned Behavior

The Theory of Planned Behaviour (TPB) (Ajzen, 1985) is an extension of the Theory of Reasoned Action (TRA) (Fishbein & Ajzen 1975, Ajzen & Fishbein 1980). Both models are based on the premise that individuals make logical, reasoned decisions to engage in specific behaviours by evaluating the information available to them. The performance of a behaviour is determined by the individual’s intention to engage in it (influenced by the value the individual places on the behaviour, the ease with which it can be performed and the views of significant others) and the perception that the behaviour is within his/her control (Fishbein & Ajzen, 2011). Within this model, intention is the most proximal determinant of behavior and is determined through a logical sequence of cognitions.

Intentions, in turn, are proposed to be a function of three independent determinants. The first determinant of intention is the person's attitude, conceptualized as the overall evaluation, either positive or negative, of performing the behavior of interest (Fishbein, & Ajzen, 2011. The second determinant of intentions is subjective norm, which reflects perceived social pressure to perform or not perform the behavior. The third determinant of intentions is perceived behavioral control, which reflects the extent to which the behavior is perceived to be under volitional control. Meta-analytic reviews reveal that the TPB has been used extensively in a broad range of research areas to successfully predict behavior (Fishbein & Ajzen, 2011). In corporate settings, the TPB has been used to understand technology adoption (Montano & Kasprzyk, 2015), utilization of structured interview techniques in staff selection (Ajzen, 2011).

In an organizational setting, the TPB is used for prediction of managers' intentions to improve their own skills following provision of feedback, worker intent towards an employee participation program and the extent to which managers undertake benchmarking within their organization, Ajzen (2011).

In addition to the direct determinants of intentions and behavior, the TPB identifies the beliefs underpinning each of the constructs of attitude, subjective norm, and perceived behavioral control (Ajzen, 2011). Specifically, an individual's attitude is proposed to be a function of salient behavioral beliefs, or the belief that certain outcomes (i.e., benefits and costs) associated with the behavior will occur (behavioral beliefs), weighted by evaluations of the pleasantness of each of the outcomes (outcome evaluations). Subjective norms are proposed to be a function of the extent to which other people would want the person to perform the behavior (normative beliefs), weighted by his or her motivation to comply with each of these referents (motivation to comply) (Fishbein & Ajzen, 2011).

Perceived behavioral control is proposed to be a function of the beliefs concerning whether resources and opportunities are available to perform the behavior (control beliefs), weighted by the expected impact that these factors would have if they were to occur/be present (perceived power). The TPB proposes that an examination of the beliefs underlying these direct behavioral determinants improves understanding of the relationship between beliefs, intentions and behavior (Fishbein & Ajzen, 2011).

In an organizational change context, the identification of beliefs that underlie the attitudes of employees towards a change initiative, as well as their feelings of normative pressure and perceived behavioral control, may help change and communications managers to develop a greater understanding of the psychological factors that determine whether and why employees intent to support the change. On this basis, it is argued that the TPB provides an organizing framework – one with predictive power – to explain how employees' beliefs about impending change are translated into behavioral responses. This theory underpinned the moderating variable; viz, organizational culture.

2.3 Conceptual framework

Tashakkori and Teddlie (2010) view conceptual framework as a graphical or narration virtual or written product explaining the variables to be studied as well as the presumed relationships existing amongst them.

Frankfort-Nachmias and Nachmias (as cited in Bernard, 2017) define conceptual framework as structured set of broad ideas and theories that aid the researcher in proper identification of the problem they seek to explore, frame their questions and find appropriate literature. Conceptual framework is widely used by researchers in clarification of research question and aim. This research study will seek the aid of conceptual framework in describing the relation between various determinants of Strategic Change Implementation in state corporations in Kenya.

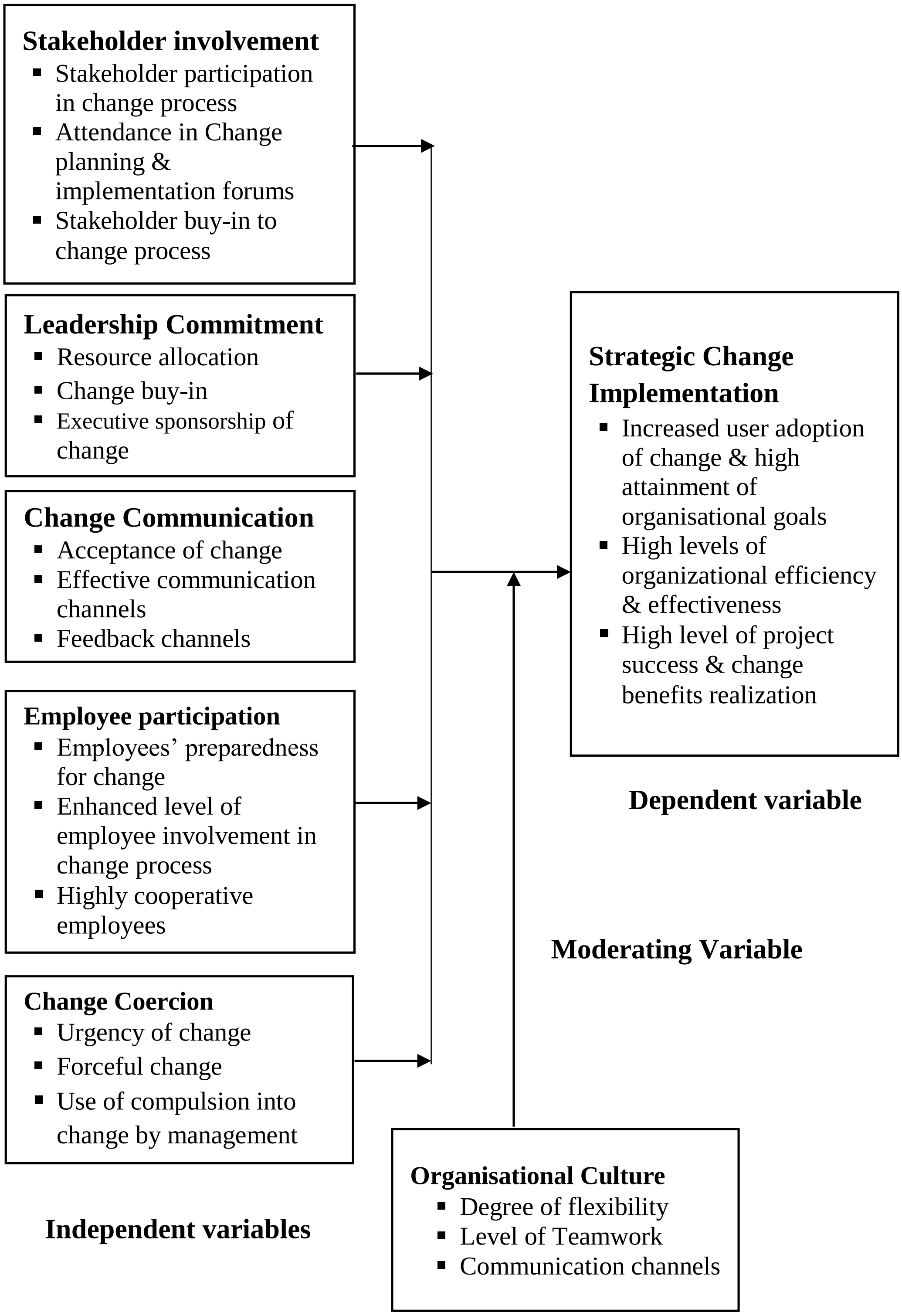

Figure 2.1: Conceptual Framework

2.4 Review of literature variables

This section discusses the five independent variables, the moderating variable and the dependent variable.

2.4.1 Stakeholder Involvement

Stakeholders are very important in the organisation and it is therefore important that they are involved in organisation strategic processes such as the Change process. To revisit the definition for stakeholders, to Freeman (1984), a stakeholder can be defined as an individual or a group who is able to affect or be impacted upon by achievement of the Organisation's goals. On the other hand, Bryson (as cited in Freeman, 2010) views a stakeholder as a person, group of people or an organisation that is able to place a claim on the organisations' attention, resources or output or is affected by that output.

The importance of stakeholders in the planning for change in the organisation cannot not be underrated. Strategic change on organisations cut across various departments, boundaries and silos of working making it important to engage stakeholders to attain successful outcomes (Bryson, 2011). For strategic change to be successful various stakeholders need to be engaged. Senior management for instance need to be involved as they are the ones who will oversee the implementation of the strategic change (Noland & Phillips, 2010). There may also be parties like internal partners including departments and teams within the enterprise as well as external partners including consultants and trainers who must be bought on board.

Bradley (2016) views the stakeholder involvement as a web of connections between the different components. Accordingly, keeping stakeholders engaged is not the limited function of stakeholder engagement within the premises of corporate social responsibility. Instead, Weiss (2014) sees engagement of stakeholders as a basis for good corporate governance despite this being ignored or underestimated by most companies.

The first tier of stakeholders and the most important includes the suppliers, distributors, customers and employees which the organisation engages with on a daily basis (Plouffe, Bolander, Cote & Hochstein, 2016). The second tier, is the wider community, NGOs, Labour organisations, Industrial Organisation as well as financial institutions. These too play a role in the operations of the organisation. Stakeholder involvement helps the organisation to get a definite mind-map of the situation and mark all the necessary connections between different stakeholders both upstream and downstream and need to be involved in implementing a strategic change (Benn, Dunphy & Griffiths, 2014). However, a distinction between the two tiers is important to help in strategizing stakeholder engagement.

2.4.2 Leadership Commitment

The commitment of leadership to change impacts greatly on the process of change and determines whether the changes are successfully enacted or not. This is because that leaders play a unique role of designing change initiatives in addition to enacting and communicating the same (Rapp, Gilson, Mathieu & Ruddy, 2016). Management of change is not just a simple planning activity but entails also addressing the significant human element of resistance to change. Leadership in the organization is tasked with definition of change strategy and its effective communication to shareholders, empowerment and support of the workforce as well as mitigating resistance that maybe inevitable in the change process. According to (Rapp et al. 2016), managing of change calls for strong leadership that has the understanding of how organizational change occurs.

One important way that leadership shows commitment to change initiatives is by providing necessary resources critical during the change process (Anderson & Anderson, 2010). Change leaders need to go beyond storytelling, motivation as well as mobilization of efforts, they must be able to provide resources that the organization need in operating in the new environment. The resources can be in form of financial, capital enhancements, process improvements, and building of new talent capabilities. Without adequate resources, the change initiative however good will stall (Wiedner, Barrett, & Oborn, 2017).

Change buy-in is another component that leadership has to take care of to show commitment to the change process. Any change process is likely to face some level of resistance and it is the role of the leadership to manage such resistance and implement and oversee successful implementation of change (Rapp et al. 2016). As established in the stakeholder's theory, change leaders need to bring all stakeholders on board and especially those who will be affected by change. In this way, buy-ins to change will be obtained and thereby reducing the inevitable resistance. To achieve change by-in, leadership should make their vision known to their followers. This they can do by effectively communicating about their vision and addressing people's concerns and anxieties in an open and honest way. They should also lead as an example to ensure their followers also see the need for change (Rapp et al. 2016).

Sponsorship for change is another important element that shows leadership commitment to the change initiatives (Kotter, 2012). Leaders should act as advocates for change at their level in the enterprise. They should be the representatives who keep the change in front of their peers. In other words, leadership should act as ambassadors of the planned strategic change (Kotter & Cohen 2012). Organizational leaders need to be the primary architects and sponsors of any cultural realignment; this is not likely work that can be delegated (Daft, 2014). As sponsors of change, leaders cannot let the change initiatives die from lack of attention and they go an extra mile using their political capital and influence to ensure change is implemented. The sponsor is thus the champion of change.

In relation to leadership, the style adopted by the leader further determines the successful implementation of change. There are two main leadership styles that literature refers to: transactional leadership and transformational leadership. Transactional leadership style is characterized by the fact that the leader acts like an agent of change and supports the employees through procedures of fundamental changes that improve productivity.

Day et al. (2014) noted from his exhaustive review of studies on leadership that although such studies were abundant in terms of the sheer number of empirical studies, a central concept of leadership styles has yet to be developed.

To illustrate the importance of leadership style the following is a decision style model envisioned by Day et al. (2014) that encompasses four basic styles of leadership: directive, analytic, conceptual and behavioural leadership style.

2.4.3 Change Communication

The role of communication in the process of change management cannot be overemphasized. Indeed, change communication is arguably the most important component in the overall change process (Burke, 2017). Communication is a tool that is used in creating preparedness for change among the workforce in the organization. It is against the nature of human beings to have favourable reactions to change as it takes them out of their comfort zone or change the established status quo. The typical reaction to change therefore is normally strong resistance (Kaufer & Carley, 2012). Such resistance has the ability to sabotage the best efforts of the management in driving change in the entire organization. In most occasions, when change efforts fails, it is normally blamed on communication from the management or the initiators of change. It is therefore widely acknowledged that communication plays a key part in adoption of change in the organization.

There are various aspects of the change process that must be addressed through communication process. The first component relates to the nature of the strategic change itself where it is important to outline why the company is changing in the way it is doing and the necessity of this change. The process of change is also important and need to be made clear (Kaufer & Carley, 2012). The analytical and technical experts in the organization need to be made to understand how the organization plans to move from one point to the other which is done through communication process. Another important role of communication in the change process is outlining the roles of stakeholders in the process. Most members of the organization have innovativeness and eagerness to contribute their views and ideas for improvement. Defining their roles through effective communication ensure their knowledge and experience is fully utilized. The communication process is also necessary to inform employees and other stakeholders how the planned change will affect them (Petty & Cacioppo, 2012).

2.4.4 Employee Participation

Cummings and Worley (2014) argued that employee participation has increased the likelihood of changes in procedures being appropriate and useful in organizations. Employee buy-in and participation is important in determining whether change initiatives will succeed in the organization or not. Change agents or initiators must expect some resistance to change and plan for it (Vakola, 2013). They should establish the barriers that are likely to impede change and deal with them. Resistance to change which is a leading barrier, come from organizational stakeholders and especially the employees. One way to curb employee resistance is to make them own the change by ensuring their participation in the process. Experts warns that one can never expect one hundred percent support from people who have not been individually involved in devising changes that impact on their work (Freeman, 2010). Therefore, employee participation is a prerequisite for successful implementation of strategic goals of the organization including change.

A number of steps can be taken to ensure involvement of employees and thus attaining their cooperation. First, the change initiators need to have a plan in place for involving as many people as possible in the early stages of the change process (Freeman, 2010). Such a plan needs to be made with the change team, senior managers and anyone tasked with leading the change. All stakeholders, process owners, as well as the employees who will be affected by the change need to be involved as much as permissible in the processes of learning, planning, decisions and the ultimate implementation of the strategic change (Vakola, 2013).

A strategy that can be adopted here is to teach a few employees who communicate this to their peers. Leaving some employees behind creates trouble catching up with the learning curve. Employee participation also entails building measurement systems into the change process to inform people when they are on the right track or otherwise. Consequences should be available in either case where employees are successfully involved in the implementation of change and should be provided with rewards and recognition (Freeman, 2010).

2.4 5: Change Coercion

Coercion is a strategy that is used to implement change when speed is very critical and the strategy is the last resort. This strategy is also adapted when the essentiality of the planned change is more critical than the interests of the workforce (Patterson, 2016). More often than not, change coercion encompass dramatic consequences including loss of jobs, dismissal, employee transfers or failure to promote employees. The underlying assumptions of the change coercive strategy is that people will always be compliant and will largely do what they are told or are made to do. Successful change is based on the exercise of authority as well as imposition of sanctions. This ranges from use of iron hand in the velvet glove to downright brutality- “My way or the highway” (Nickols, 2010). The critical thing in the use of this strategy is to lessen people’s opposition as opposed to increasing them.

Surprisingly, in majority of situations, people actually want and will be willing to accept a power-coercive strategy, especially when they all feel threatened and few know what they are supposed to do. This strategy is the “stick” side of carrot-and-stick management (Nickols, 2010). Two key factors that influence the choice of power-coercive strategy are time and the seriousness of the challenge being tackled. In the event that the organization sits astride the fabled “burning platform,” the threat is considered significant and the time for action is limited. This metaphor of burning platform is beneficial only when all the involved parties are able to see that the platform is on fire. This is not normally the case in most organizations as just few organizations have employees who have understanding on the working of business and few appreciate the threats the organization has to deal with or the opportunities that present themselves.

Analysts argues that change minded leaders need to create a burning plate-form (Nickols, 2010). The idea has its advantages in extreme situations but care must be taken of the significant risk the strategy entails to the enterprise, people, as well as to the leaders exploring its use.

2.4.6 Organizational Culture

Organizational cultures are neither constant nor stagnant as they are continuously changing from time to time (Kavanagh & Ashkanasy, 2006). Organizational culture can either be an enabler or an obstacle to implementing change in organizations because culture, provides stability, continuity, and predictability to organizational life (Gioia, Patvardhan, Hamilton & Corley, 2013). In several decades now, academics and practitioners have tried to focus the issue of corporate culture and made an attempt to establish whether a company's culture in any way affects its general performance and effectiveness. Experiential literature and research studies seeking to establish the relationship between organisation culture and performance of organisation can be traced in the past decades.

Hill, Jones, and Schilling, M. A. (2014) illustrated how companies with progressive management practices are able to outperform those who lacks the same in strategic process like change management. Jones (2010) undertook a study on "Corporate Culture and Organizational Effectiveness" and found out that involvement and participation on the part of the company's employees predicted current and future financial performance. Fullan (2014) suggested that culture can be studied as an integral part of the change process and that certain cultural traits may be utilized as predictors of an organization's performance and effectiveness.

Experts argues that a company may have best strategy in the globe but if its culture does not allow it to make such a strategy its destined for failure from the word go. This implies no matter how much the planned strategic change is likely to impact on the organisation, if the culture in the organisation is full of bureaucracy and afraid to take risks, the changes are most likely not to proceed ahead (Fullan, 2014). Culture in its definition is the sum of beliefs and values and shape norms or behaviour and dictate the manner in which things are done in the organisation.

A number of continuums helps in definition of organization's culture including the degree of flexibility, level of teamwork, communication channel, internal verses external focus as well as stability.

If the change agents or management are to successfully enact changes and improve organisational performance, the importance of organisational culture cannot be ignored (Cameron & Green, 2015). If the culture in the organisation is not consistent with the planned change, then the change cannot succeed if the inconsistency is not addressed. Leaders must therefore ensure change of culture to support strategic change or risk the consequence of failure (Fullan, 2014). To create a culture of change, it is important for organizations to hire individuals who thrive in dynamic environments (Rosenberg & Mosca, 2011).

2.4.7 Strategic Change Implementation

Not all change efforts in the organization are successful. In fact, most change efforts fail, with literature establishing that 70 percent of change efforts normally fail (Jansson, 2013). It is therefore important for organization to have metrics against which they can determine whether change efforts have been successfully implemented in their organizations. Measuring change success is a complex process and goes beyond a simple binary of yes or no at a single point. According to Cooler (2015), understanding successful implementation of change requires an evaluation of change installation, benefits realization and the process of change. Other success metrics have been established by different researchers. The most appropriate metrics that we can use to measure successful implementation of change in State Corporations include project success, user adoption and benefits realization.

Attainment of goal metric looks at the extent the change efforts led to attainment of targets set at the beginning of the project. Change projects need to be constantly monitored to ensure the desired goal is being attained. Some of the measurements that organizations use to monitor achievement of goals includes quality, quantity, cost and timeliness. For instance, for a change effort to lead to attainment of goal, it needs to lead to improved customer satisfaction levels. Quantity on the other hand is represented by numeric values for instance, “process 70 more new hires per day.” The level of organizational efficiency and effectiveness are other metrics that are used in evaluation of successful implementation of change.

Fullan, (2014) emphasized the importance of these two indicators to assess successful implementation of change in the organization. For managers, suppliers and investors these two terms might be synonymous, yet, each of these terms have their own distinct meaning. The findings revealed that efficiency information provides different data compared to effectiveness one. Organisational efficiency is a measure of the relationship between organisational inputs (resources) and outputs (goods and services provided) and in simple terms the more output we can achieve with a given amount of inputs or resources, the more efficient we are.

For example, if we can make 100 cars with X value of resources, we are more efficient than someone else who only makes 80 identical cars with the same value of resources. Efficiency relates to the term productivity and a major focus of all managers is to maintain or improve the level of productivity of their work unit and organisation (Fullan, 2014). In simple terms, organisational effectiveness relates to goal attainment. An individual, group or an organisation, that achieves their goals are said to be effective, and have used their resources to achieve an effective outcome. Effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually, effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010). Shiva and Suar (2010) agree that superior performance is possible by transforming staff attitudes towards organization from lower to a higher plane of maturity, therefore human capital management should be closely bound with the concepts of the effectiveness.

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs. To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield – from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. User adoption on the other hand measures whether people are able to fit into the change (Carnall, 2018).

For example, if the change involves bringing a new system, one would examine whether users are able to effectively use the new system. User adoption further entails examining whether all stakeholders are convinced to accept the new changes. This is with the recognition that most change efforts fail because of resistance to change by many stakeholders. Ability to stop resistance to change is therefore a success factor for the change management team. To be able to achieve this, involvement of stakeholders is critical.

Successful implementation of change is also determined by benefits realization. Every change effort is meant to attain some benefits (Muthoka, Oloko, & Obonyo, 2017). However, it is critical to realize that benefits do not become apparent immediately and some may take quite some time. It is important that the change management team be aware of what they should look out for to know if change implementation is successful (Kotter, 2012). For instance, tangible measures such as speed to market, cost of transaction, cycle time, speed of processes, and increase in employee participation can be used to measure successful change implementation in a given organization. For change efforts to be success also, the change agents must address the drivers to resistance and address them.

2.5 Empirical Review

The present section examines the past studies carried out on various variables affecting the Strategic Change Implementation. Research conducted for independent, dependent and moderating variables are reviewed.

2.5.1 Stakeholder Involvement and Strategic Change Implementation

Several empirical studies exist on the role of stakeholders' involvement in the implementation of strategic change. Chepkoech (2015) examined the role of stakeholders in the implementation of strategic change among commercial banks in Kenya using a case study of National Bank of Kenya. She noted that in the current corporate world, the high level of awareness among the stakeholders dictates that organizational leaders must implement change processes which satisfy the interests of those groups who have a stake in the business.

Through the use of descriptive research design, the study established that stakeholders' preferences and tastes are key factors affecting the implementation of strategic change and that stakeholders such as customers provide the indispensable influence to the bank in terms of competitive advantage, revenue and profits, employees are involved in the change management process need to be adequately trained. The study recommended that there needs to be stakeholder involvement in all stages of planning and implementation to bring a sense of ownership by all parties so that they can feel the strategy has not been forced on them.

Mangala (2015), on the other hand carried a research on the influence of stakeholders in strategy implementation at G4S Kenya Limited. The research noted that identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited. The study adopted qualitative analysis which was carried out using content analysis. He concluded that management had taken initiatives in creating and sustaining a climate within G4S Limited that motivated employees in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviours with those of the firm.

Wanyama (2013) also conducted research on Stakeholder involvement in Change management using the case of Kenya Ports Authority. The study employed the use of interview guides and semi-structured questionnaires as data collection tools. Stakeholders were found to be integral part of the organization in their different capacities as shareholders, customers, staff, government agents, the general public, suppliers and business partners. Their involvement therefore raises the chances of provision of better services and products that are more customer oriented. The study recommended that the organization needed to involve her stakeholders more especially in the planning phase of the changes in order to gain more from the stakeholders' contributions which could be very vital in charting her way forward. Furthermore, the organisation needed to do proper stakeholder management for her to gain from its benefits.

This can be achieved by putting proper policies in place and reinforcing them with constant practice. Noah (2013) examined the stakeholder involvement in the management of strategic change at Finlays Tea Company. The research utilised primary data that was obtained through interviews and secondary data retrieved from companies' strategic plans in addition to published findings. The findings of the study were that stakeholder involvement and management is among the factors with a bearing on the implementation of strategic change and is argued to be the most critical.

For the organization to be successful in its change efforts, it must comprehensively include the stakeholders in decision making in addition to employing proficient communication mediums that ensures the change information reaches all stakeholders. Ng'ong'a and Alang'o (2013) researched on stakeholders' involvement managing change at Kenya Power and Lighting company Limited. The study adopted a descriptive study design. Interview schedules were the main instrument under the study. The study recommended the involvement of stakeholders in all the facets of change management process, and particularly in the design of change process as well as the change process in the organization should be documented for reference in future and to assist the organization use the information to improve future change processes.

In their study on Corporate social responsibility communication: stakeholder information, response and involvement strategies, Morsing and Schultz (2008) found out that stakeholder involvement was increasingly more important for ensuring that a company stays in tune with concurrently changing stakeholder expectations. According to a study by Han (2012) on managing stakeholder involvement in service design: Insights from British service designers, it was important to experiment new ideas with stakeholders by involving them for their input during projects.
Blackstock, Waylen, Dunglinson & Marshall, (2012) in their study on Linking process to outcomes—internal and external criteria for a stakeholder involvement in river basin management planning concluded that stakeholder engagement was very key in the implementation of river basin management planning.

2.5.2 Leadership Commitment and Strategic Change Implementation

A number of studies have been carried out in the past to explore the influence of leadership commitment in the successful adoption of strategic change. Santhidran, Chandran, and Borromeo, (2013) carried out a research on Leadership commitment to change and the mediating role of change readiness. The study adopted a research model to analyze the interrelationship between leadership, change readiness and commitment to change using the partial least square technique. Results of the study suggested that leadership positively and significantly affect change readiness but not commitment to change. Consequently, change readiness is found to significantly influence the commitment for change. This is to say that readiness to change mediate the association between transformational leadership and change commitment.

The study arrived at the conclusion that influence of leadership is a chronological process that has a bearing on keenness to change, and consequently, the commitment to change as opposed to the conventional belief that it affects both change readiness and commitment to change simultaneously. Abrell-Vogel, and Rowold, (2014) studied the leadership commitment to change and its bearing on the change. The research utilised cross-sectional multilevel design with a multisource data of thirty eight (38) teams drawn from varied entities with a total of one hundred and seventy seven (177) participants. Data pertaining to leaders and followers' commitment to change in addition to ratings of transformational leadership behaviour was derived by application of quantitative approach. The findings depicted a significant positive impact of transformational leadership behaviour "individual support" on followers' affective commitment pertaining to change.

Additionally, transformational leadership behaviour was providing a relevant model and was established as merely leading to followers' commitment to change where leader's own commitment was high. Mangundjaya, (2013), explored the contribution of leadership, readiness to change in addition to commitment to strategic change. The study was formulated on the basis of empirical findings regarding commitment to change.

The results (N=186) showed that there was positive and significant correlation between change leadership and readiness for change together with commitment to change. However, the study also showed that change leadership solely had not correlated significantly with commitment to change.

Mwende (2015), examined the role of leadership in the implementation of organizational culture change at the Kenya Power Company Ltd. The study employed a case and targeted 10 respondents who were departmental heads. The data was collected from interviews and secondary sources. The findings indicated various leadership factors for organizational culture change. Implementation used external consultants with appropriate expertise and experience.

The organizational culture change process was supported by top management and championed by a team of change agents or Ambassadors drawn from formal and informal structures of the organization. There were various elements of leadership which were used by top management to aid in the process of organizational culture change implementation. Training strategy was used to foster awareness and to build capacities, which were critical for behavioural change. In addition to that, communication strategy was used to provide continuous information to stakeholders.

2.5.3 Change Communication and Strategic Change Implementation

Empirical literature has demonstrated the importance of change communication in Strategic Change Implementation. Elving, (2015) conducted a study on the role of communication in the implementation of change. The conceptual paper presented a framework on how to study communication during organisational change and how communication could prevent resistance to change. The framework led to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, had an influence on resistance to change, which affected the effectiveness of the change effort.

A distinction between the informative function of communication and communication as a means to create a community was made. The findings established that in the suggested model, communication had an effect not only on readiness for change, but also on uncertainty. Sheikh, (2013) also explored the role of communication in Strategic Change Implementation. The study adopted a case study of the Merger of Boreda and Värderingsdata, two Swedish entities. The study aimed at investigating how the top management of both organizations devised communication strategies in the context of the merger plan so as to deal with differences in organizational cultures. The research adopted qualitative methodology and semi structured interviews were conducted for the purpose of data collection. Data analysis was done using thematic approach which is a commonly used method of content analysis in the field of qualitative research.

The study findings represented eight common themes that have a focus on different communication strategies employed by the top management of the merged organizations. Cultural differences in both firms were related to the aspects of working environment, mind-set, expectations, behaviours and attitudes. Through change communication, the drawback to implementation were identified and resolved. Husain, (2013) explored how effective communication brings success in strategic implementation of change.

The study aimed at recognizing and discussing the significance of effective communication during the process of managing changes in organizations. The paper reviewed the literature investigating the relationship between communication and organizational change. The advantages of successful communication related to improved efforts of employees to plan and execute change strategies were discussed. The findings illustrated that to encourage employees for desired change, organizations must address the apprehensions and issues related with them through change communication.
The communication on the need for change and its advantages would motivate the staff to participate in change plan and execute it. Malek, and Yazdanifard, (2013) examined communication as crucial lever in implementation of strategic change.

The research outlined that the objective of change management was to maximize benefits, while minimizing the risk of failure during the change implementation.

The findings indicated that the key to successful implementation of the change lied in effective communication. Effective communication was defined as a two-way communication that serves several functions such as, information sharing, participation, compliance, and feedback. Gachungi, and Musyoka, (2014) examined the effect of communication strategy in change management at Unilever Kenya Limited. The study adopted a case study research design with primary data being collected through the use of in-depth interviews. The study observed that communication played a significant role in change management in Unilever including quick acceptance and reduced resistance. A major management lesson from the research was that for an organization to successfully implement change there must be planned, clear and consistent communication.

2.5.4 Employee Participation and Strategic Change Implementation

Several studies have examined the role of employee participation in Strategic Change Implementation. Turner, (2017) studied Impact of Change Management on Employee Behavior in a University Administrative Office. The study adopted a qualitative case study design and focused on the effect of a system implementation upgrade on employees' job performance within a central administration department of a major research university in the Southern United States. Guided by Kotter's research on change management models, the research questions examined the attitudes and behaviours of employees involved with the business process project. Data collection was through purposeful sampling and face-to-face interviews with 11 employees. Data were analyzed through pattern-matching technique. The findings were that employees initially felt positive about being a part of the business process project.

The study established the need to adopt an employee participation model when implementing a strategic change. Masunda, (2015) carried an Evaluation of Resistance to Organizational Change and its Effects on Employee Productivity using the case of Telecom Namibia.

The research noted that Change has become important and unavoidable in today's business environment. Qualitative methodology, in the form of a case study, was used to collect data. Twenty two interviews were conducted at Telecom Namibia head office with both managerial and non-managerial employees. Findings showed that employees understood the importance of change. However, resistance emanated mainly because of lack of communication, lack of participation and involvement of employees, concerns about lack of skills and capabilities and fear of moving from their current position to a new position and new systems. Employee participation and involvement were found to be central to the success of overcoming resistance and managing change.

Trinidad (2016) examined Strategies for Successful Implementation of Change Initiatives in Health Care and employee participation was found to be among the important factors affecting successful implementation of change. The multiple case study investigated the strategies of senior managers from three California health care organizations to implement significant change initiatives. The participating organizations had a positive reputation for successfully implementing change. Data from interviews and a review of organizational documents were analysed through the conceptual lens of Lewin's phases of change model and Kotter's 8-step process for implementing change. The analysis revealed three general themes: communications, training, and employee participation. The managers of each participating organization emphasized the importance of keeping employees informed, and the importance of continuous bidirectional communication between all levels of the organization.

Buyaki (2012) evaluated the perceived influence of employee participation on the change management at the Ministry of Housing, Kenya. The study employed a descriptive survey method. The sample targeted 80 employees from the Ministry of Housing Headquarters in Nairobi. Data was collected by administering questionnaires. Data analysis and presentation was done by use of average scores, tables and regression analysis. The research findings suggested that employee participation contributes to effective change implementation and also creates an enabling environment for belongingness and ownership of the organization.

It is recommended that information must be communicated in such a way that all employees no matter the level is aware of what is going on in the organization at any particular point in time.

Oyaro (2016) examined the influence of Employee participation in Decision Making on Organizational Citizenship Behavior using a case of Machakos County Government in Kenya. The research design adopted was descriptive. The sampling frame from this study was selected from a list of 150 (middle managers and supervisors) full time employees as provided by the Human Resource office electronic mails. A sample of 57 employees was targeted to represent the population of interest. This represents a 99.99% response rate. The data gathered was edited and transformed into a quantitative form through coding. It was then entered into a computer. Univariate analysis like frequency distribution was adopted in the study. The findings of this study were that majority of the middle managers and supervisors believed that organizational citizenship behaviour was being affected by the three specific objectives: power factors; information factors; and reward satisfaction factors.

The findings indicated that these three specific objectives were the main factors impacting employees to involve in decision making. Nielsen and Randall (2012) in their study on the importance of employee participation and perceptions of changes in procedures in a team working intervention concluded that employee participation was important in realization of important outcomes when accompanied by perceptions of actual changes in daily work practices.

2.5.5 Change Coercion and Strategic Change Implementation

Few studies have examined the role of change coercion in implementation of strategic change. Hashim (2013) studied the concept of change management and investigated change coercion among other factors that impact on Strategic Change Implementation. The main purpose of the research paper was to elaborate and bring to light the core concept of change management for organization, how it works, different factors which moves organization to change, steps for change, resistance for change, types of planned change, activities for organization development.

The study found that change coercion is one of the strategies that can be used to successfully implement strategic change in the organization and it entails the involvement of the senior management forcing or imposing change on the organization.

Kotter and Schlesinger (2013) examined the choice of strategies for change. The researchers noted that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. Hence, any type of change is often met with resistance. One strategy that the study found effective in the implementation of change is explicit and implicit coercion. The strategy was found to be more prominent in scenarios where speediness is critical, and those who initiate change have substantial amount of power. The merit of the approach as per the study is being speedy and ability to overcome all forms of resistance. The demerit of the approach however is the risk of leaving people angry with the initiators. Yılmaz and Kılıçoğlu (2013) explored Resistance to change and ways of reducing resistance in educational organizations.

The study findings indicated there are numerous strategies to overcome resistance including change coercion. Through change coercion, change initiators employ the force of their authority for acceptance of the change by people in organization. Resistors in the schools are threatened with undesirable situations if they do not go along the proposed changes. When speed is essential like in crisis situations and change agents have considerable power, this method may be used. However, it should be kept in mind that there are negative effects of using coercion such as frustration, fear, revenge and alienation which in turn may give birth to poor performance, dissatisfaction and turnover. Lagat (2013) examined strategic change implementation and Its Challenges at CFC Stanbic Bank, Kenya. The ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) model for managing individual change was also used as a foundational tool for understanding how, why and when to use different change management tools and procedures.

The coercive method was found to play a role in Strategic Change Implementation. The method was found to be applicable where there is high urgency.

2.5.6 Change Determinants, Organisational Culture and Strategic Change Implementation

Empirical studies have examined the mediating role of organizational culture in Strategic Change Implementation. Wanjohi (2014) undertook a study on the influence of organizational culture on change management practices among the Kenyan media firms. The study utilised cross-sectional survey with both qualitative and quantitative data being analysed. Questionnaire with both structured and unstructured question were used in the collection of the required primary data, targeting both senior and middle level managers from different entities. Analysis of data was done differently for different forms of data. The qualitative one for instance was analysed with the use of content analysis while the quantitative one used descriptive statistics including mean, standard deviation and frequency distribution. The findings of the study were that change is a process that is motivated by varied strategic factors such as the need for more integrated ways of working and the need of improving business performance.

The considerations are characteristically the outcome of structured change programs formulated on supposition that change management encompass a limited set of intercessions realizable in a moderately short period of time. Among the major consideration in the process of change is organizational culture which indoctrinates majority of steps utilised in the management of strategic change. Wangari (2016) explored the effect of organizational culture on change management among the firms in energy sector and used Kengen in Kenya as a case study. The research used descriptive research design as the researcher wanted to gain in-depth knowledge of the association between organizational values, norms and rites/ritual and change management at KenGen. The population included in this study was the 445 employees at KenGen headquarters in Nairobi and a sample of 67 was derived through probability sampling. The sampling technique was proportionate stratified random sampling and each department represented a stratum. The study revealed that culture aspects such as values impacts upon the implementation of change in the organization.

Onyango (2014), examined the Effects of Organization Culture on Change Management using a case study of the Vocational Training Centre for the Blind and Deaf Sikri. The study investigated the causal effects of organization culture on change management using descriptive survey research design. Descriptive survey design was used because it allows for systematic collection and analysis of data in order to test hypothesis. The study was located at the Vocational Training Centre for the Blind and Deaf, Sikri.

The study targeted key respondents that included 16 teaching staff, 22 auxiliary staff, 6 Board of Governor's members, 80 customers, 4 development partners and 60 other stakeholders giving a total sample of 188 participants which were randomly selected. The study employed interview schedule and structured questionnaire to collect data. The study found out most participants agreed that organization beliefs/ values as part of organization culture affects change management and that most respondents strongly agreed that employee attitudes as part of organization culture affects change management. The study recommended that the institute's top management should ensure that employee attitudes and pattern of work that promotes change management are support publicly.

2.5.7 Strategic Change Implementation

A number of empirical scholarly works have been conducted on Strategic Change Implementation. Indiaz (2016) for instance explored the challenges faced in implementing strategic change by State owned enterprises in Kenya. The study purposed to specifically examine the impact of leadership, organizational structure, culture and availability of core competencies on management of strategic change. Using a descriptive design and targeting 56 state corporations selected using stratified sampling technique, the study found out that strategic change management was positively impacted upon by leadership, structure, culture as well as availability of core competences.

Nabwire (2014) on the other hand explored the factors influencing implementation of strategic change with a case of Barclays Bank of Kenya. A descriptive research design was utilised in the undertaking and a case study of Nairobi branches was used to represent the views of staff of Barclays Bank of Kenya. A field research was undertaken using a sample size of 69 was selected using stratified random sampling. A qualitative approach in which data will be collected using questionnaires that will be emailed and hand delivered. The data will then be interpreted through Statistical Package for Social Sciences (SPSS). Percentages were used to analyze the data provided by the respondents and the results and findings of the study were represented in the form of tables, graphs and charts. The findings indicated that resource allocation and information systems were major factors affecting implementation of strategy. The findings also reveal that respondents agreed that the advocates of strategic change left the organization during its implementation. The study showed that the organization includes its stakeholders in the planning and implementation of strategic change.

Nyaguthii (2016) explored the Factors Affecting Change Management using a Case Study of Kenya Trade Network Agency (KENTRADE). The study aimed at determining whether change management leads to improved performance, the key challenges towards achieving organization goals in the change management process and determining the change management models leaders use to effect decision making in the organization. The study employed a descriptive research method in gathering, analyzing, interpreting, and presenting the information. The descriptive research design helped in focusing at the strength of relationship between factors of change process and change management process. The study adopted the use of questionnaires to obtain pertinent information from respondents. The study focused on 64 employees of KENTRADE. Nonprobability sampling technique was used whereby a census approach was assumed.

The study found that training affects performance of change management process. When employees are rewarded effectively and their effort recognized by the management, they work together as a team to achieve the change management process.

The study found that performance appraisals clearly specify what is expected from an employee during the change management process. The study also found that goal setting contributes to improved performance in an organization that is undergoing change management process. Agili and Okibo (2015) evaluated factors influencing implementation of change in selected public universities in Kenya.

The study purposed to investigate the extent to which organizational factors (especially change leadership and organizational culture) influence the implementation of change in selected public Universities in Kenya. The Study focused on two public universities recently upgraded from university colleges to fully fledged public universities; Jaramogi Oginga Odinga University of Science & Technology (JOOUST) in Siaya County and Kisii University (KSIU) in Kisii County, thus finding themselves at the very centre of the need to persistently initiate changes as a coping strategy with the increased demand put on them by a hastily dynamic academic industry.

A descriptive survey research design was adopted with a sample of 170 respondents drawn from a target population of 1,425 formed of the University management Boards (UMBs), Deans/Directors/Heads of Departments/Sections, Teaching and Non-teaching staff and Student Association's leaders. Interview schedules and questionnaires were used to collect data, SPSS was used to produce descriptive. The study found that majority of employees, top management and other change stakeholders in public universities consider leadership, organizational and personal culture to have great and very great extent of influence on change implementation process.

2.6 Critique of Existing Literature Relevant to the Study

Despite of extensive research on the successful implementation of change in organisation, few have been carried out in Kenya and especially not in public organisation. Kariuki and Ombui (2014) sought to determine the factors having a bearing on the adoption of strategic change at co-operative bank of Kenya. The study conducted a review of internal and external environment with a bearing on the implementation of strategic change in the entity.

It determined factors including organizational structure, culture, communication as well as management style and its impacts on the implementation of strategic change to the firm. However, the study only focused on implementation of strategy thus failing to attempt to determine how it affected performance.

Wambua (2017) carried a research to establish "Factors affecting Change Management in State Corporations in Kenya". The study was guided by Open systems Theory, Dynamic Capability Theory as well as Institutional Theory and adopted a descriptive design. The study collected primary data through use of a questionnaire. The study found out that communication influenced change management practices in the organization to a substantial level and some failure in internal communication had contributed to failure of implementation of change management to a significant level. Organization culture also affected change management in state corporations in Kenya. The study found out that employee readiness to change affected change management in state corporations. Employees resisted implementation of change within the institution to a moderate extent. The study also found out that lack of proper knowledge and skills by top leadership posed a challenge in change management. Despite important insights on factors affecting strategic implementation of change, important factors such as stakeholder involvement and change coercion were not reviewed.

Agili and Okibo (2015) in a study on "Factors that influence implementation of change in selected Public Universities in Kenya", found out that leadership, organisational and personal culture plays a major role in the implementation of change in a given institution. Their study emphasized on the need to be sensitive on handling the human factors during the implementation of change process. They recommended use of a leadership approach that ensure involvement of staff and stakeholder from the beginning of change initiatives. However, their research only restricted itself to these two factors as influencing the implementation of change. Other factors such as change communication, stakeholder involvement and employee participation, which are also important in change implementation, were ignored. Moreover, the study did not go into the discussion of how the factors affects the success of the organisation.

Oliver (2009) in his study on “Definitions and phases in the change processes” established that strategic change success in an organisation is dependent on organisation’s capability of making all the employees be engaged in the change process. He also emphasized on the need for the management to be active and visible participants in the whole process of change. Management role of building coalition of sponsorship and managing resistance was also explored in the study, as was the importance of communication.

His study was therefore comprehensive as it explored most of the factors that affect change implementation. However, the study did not tie itself to specific organisation or specific sector which would make it more practical. According to Sheid (2010) on the “Best practices in managing change”, factors that affect successful implementation of change includes effective and strong executive sponsorship from line managers and employees, utilising exceptional teams as well as targeted communication. The study however, ignored important factors such as organisational culture, and change coercion, which also impact on the change process.

Bosire (2012) examined factors that influence management of change in Public Sector firms in Kenya. The study of 155 respondents established that the main causes for change management in the firm were external factors. The study further established that communication, attitude towards change, organizational change and organizations systems were the key factors influencing change in public sector organizations in Kenya. However, the study was not exhaustive in determination of factors influencing change management and ignore factors such as stakeholders’ involvement, change coercion and leadership commitment.

Obudo and Wario (2015) also examined the factors influencing change management in Kenya and focused on Public sector. According to the study, the public sector has been dogged with serious challenges in attempt to manage change. A descriptive research design was adopted with the cross-sectional survey method involving 18 mainstream government ministries in Kenya was done.

The data obtained was analysed using descriptive and inferential statistical analysis. The study established that effective communication and strong leadership and team work factors significantly influences management of change in public sector. The study however did not explore all factors impacting on change management such as change coercion.

2.7 Summary of Literature Reviewed

The topic of change management has gained widespread attention especially with the coming of technology and increasing necessity of organization to remain competitive in the face of increased completion. Various theories have been recognized in understanding the concept of change management including Lewin's Three-step Change theory, Lippit's Phases of Change Theory, stakeholder theory, behavioural change theory, systems theory and Expectancy theory.

Various Change factors have been identified as affecting the performance of state corporations and are presented diagrammatically by use of a conceptual framework.
Stakeholder involvement referred to the involvement of all the people who will be affected by the change process and is measured by the level of stakeholder participation in the planning for change and the entire change implementation process. Leadership commitment to change effort factor explored the extent to which top leadership are committed to change and this can be determined by resource allocation to change initiatives, change buy in, as well as executive sponsorship of change. Change communication is another factor which is measured with readiness of employees to change. Other factors impacting on successful implementation of change included employee participation and change coercion while Organizational culture acts as a moderating variable.

Despite the extensive research on the strategic change implementation in organisation, few have been carried out in Kenya and especially not in public organisations. Furthermore, few studies have explored the link between various factors affecting change implementation and performance of organization and thus establishing the gap that this study seeks to fill.

2.8 Research gaps

Previous studies have adequately explored the determinants of strategic change implementation in various organisations. Agili and Okibo (2015), in a study published in the International Journal of Economics, Commerce & Management, sought to explore the "Factors that Influence Implementation of change in selected Public Universities in Kenya." The study found out that leadership, organisational and personal culture plays a major role in the implementation of change in a given institution. From the findings, the study, recommended that during change process, organisations have to be sensitive on how they handle the human factors during the implementation of change process and make use of a leadership approach that ensure involvement of staff and stakeholder from the beginning of change initiatives.

Oliver (2009) on the other hand in his study of "Definitions and phases in the change processes", arrived at the conclusion that for strategic change to be successfully implemented in an organisation, it is paramount that the organisation be capable of making all their employees be engaged in the change process in various ways. The researcher also concluded that the executive team must be active and visible participants in this process of change in addition to building a coalition of sponsorship, managing resistance as well as communicating directly with the employees. Scheid (2010) surveyed 248 companies to assess the "Best Practices in Change Management" and examined various factors for successful change management in organisations encompassing effective and strong executive sponsorship, but in from line managers and employees, utilising exceptional teams as well as targeted communication.

A few of these studies have been conducted in state corporations to address strategic change implementation and thus the need to validate these findings within the context of fully government operated enterprises. Moreover, few of the studies have established a link between the factors affecting change implementation and the performance of the organisation hence this research seeks to establish this link. Performance measures such as effectiveness and efficiency of the organisation and quality of service have barely been explored in other studies.

Other important factors that affect strategic change implementation such as leadership commitment, stakeholder involvement and change coercion have hugely been ignored in the past literature. Where such factors have been explored, only one or two have been considered in a single research and therefore no single study have established the impact of several factors together. This study therefore sought to establish how the determinants of strategic change individually and jointly, in presence of culture as a moderator, influenced on strategic change implementation in state corporations in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design that was used, the population, the sampling frame, sample size, sampling technique and the data collection instruments, procedures and data analysis method used. The pilot study results including validity and reliability of the research instruments were also be discussed.

3.2 Research Philosophy and Research Design

This section reviewed the philosophy and design which was adopted for the study.

3.2.1 Research Philosophy

Saunders, Lewis, and Thornhill (2009) assert that research philosophy relates to the development of knowledge and the nature of that knowledge. It contains several assumptions which include; ontology which is concerned with nature of reality, axiology which studies judgements about value, objectivism which represents the position that social entities exist in reality and are external to social actors, epistemology which concerns what constitutes acceptable knowledge in a field of study, positivism adopts the philosophical stance of the natural scientist and realism which relates to scientific enquiry.

This study adopted the positivism approach which advocates the application of methods of the natural sciences to the study of social reality and beyond. This is because positivism approach allowed the researcher to explain and make prediction on the strategic change implementation in state corporations in Kenya. Positivism approach was adopted because the researcher was limited to data collection and interpretation in an objective way. Bryman and Bell (2011) observe that positivism describes the research task as entailing the collection of data upon which to base generalizable propositions that can be tested. By adopting a positivist approach, the researcher assumed that the research concepts are phenomena with known properties or dimensions and could be measured with standard instruments.

3.2.2 Research Design

Research design is a structure or plan for one's research Leavy (2017). Cooper and Schindler (2014) assert that a research design is the arrangement of all conditions that affect a research. Nachmias and Nachmias (2008) allude that research design is the blueprint that enables the researcher to come up with solutions to problems and guides him in the various stages of the research. Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2009). A cross-sectional survey research design was used in this study because it allowed the researcher to compare many different variables at the same time. Cross-sectional survey is a method that involves the analysis of data collected from a population, or a representative subset, at one specific point in time Orodho (2014).

3.3 Population of the Study

According to Sekaran (2010), population refers to the entire group of people or things of interest that the researcher wishes to investigate. Population is the entire group of individuals or items under consideration in any field of inquiry and have a common attribute (Mugenda & Mugenda, 2003, as cited in Njenga, Kiragu, & Opiyo, 2015). The study targeted four (4) staff members at both middle and senior level management from all the 392 state corporations, translating to 1,568 respondents.

3.4 Sampling Frame

A sample frame is a list of all the accessible cases in a population from which a sample is drawn (Bryman, 2012; Cooper & Schindler; 2011). Similarly, sampling frame is a complete list of all the cases in the population from which the study will draw a sample (Saunders, Lewis, & Thornhill, 2009). Appendix IV gives the sampling frame.

3.5 Sample Size and Sampling Technique

This section addresses how the sample size was determined and the sampling technique adopted in the study

3.5.1 Sample Size Determination

Since the population was a finite one, the sample size was obtained from the formula as provided by Yamane (1967) to calculate sample size.

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

Where; n = Sample size of state corporations

N = Sample population

e = Margin of error (10%)

$$n = \frac{392}{1 + 392(0.1)^2} = 80$$

Therefore, the sample of state corporations was 80 and the sample size for the study was 80 multiplied by 4 = 320 (80*4 = 320).

Since the sample size of state corporations was 80, then the number of elements in each stratum (from the 18 strata) was obtained by proportional allocation, by the formula;

$$n_i = \frac{N_i n}{N}$$

Where; n_i = Number of sampled elements in a stratum

N_i = Number of elements in a stratum

n = Sample size of state corporations

N = Target population

Table 3.1: Proportionate Allocations

State Corporation Category (according to Function)	Number of state corporations	Population (N_i*4)	Formula $n_i = \frac{N_i n}{N}$	Number of state corporations to be sampled	Sample Size of individuals within each category
1. Education, Science & Technology	162	648	$162\left(\frac{80}{392}\right)$	33	132
2. Tourism	18	72	$18\left(\frac{80}{392}\right)$	4	16
3. Industry, Investment & Trade	19	76	$19\left(\frac{80}{392}\right)$	4	16
4. Health	14	56	$14\left(\frac{80}{392}\right)$	3	12
5. Finance & National Treasury	28	112	$28\left(\frac{80}{392}\right)$	6	24
6. Sports, Culture & Arts	8	32	$8\left(\frac{80}{392}\right)$	2	8
7. Transport & Infrastructure	15	60	$15\left(\frac{80}{392}\right)$	3	12
8. Information	13	52	$13\left(\frac{80}{392}\right)$	3	12
9. Labour, Social Security & Services	8	32	$8\left(\frac{80}{392}\right)$	2	8
10. Environment, Natural Resources & Regional Development Authorities	26	104	$26\left(\frac{80}{392}\right)$	5	20
11. Interior & Coordination of National Government	4	16	$4\left(\frac{80}{392}\right)$	0	0
12. Lands, Housing & Urban Development	6	24	$6\left(\frac{80}{392}\right)$	1	4
13. Energy & Petroleum	11	44	$11\left(\frac{80}{392}\right)$	2	8
14. Defense	1	4	$1\left(\frac{80}{392}\right)$	0	0
15. Agriculture, Livestock & Fisheries	39	156	$39\left(\frac{80}{392}\right)$	8	32
16. Executive Office of the President	1	4	$1\left(\frac{80}{392}\right)$	0	0
17. Devolution & Planning	11	44	$11\left(\frac{80}{392}\right)$	2	8
18. Office of The Attorney General & Department of Justice	8	32	$8\left(\frac{80}{392}\right)$	2	8
TOTAL	**392**	**1,568**		**80**	**320**

The 80 state corporations sampled were selected through simple random sampling technique with proportional allocation. The four respondents from each sampled state corporation who were drawn from both senior level and middle level management were picked through purposive sampling and interviewed.

3.5.2 Sampling Technique

Stratified random sampling with proportional allocation method was used to obtain the state corporations to be studied. Stratified random sampling involved stratification or segregation of sampling elements, followed by random selection of the subjects from each stratum (Sekaran & Bougie, 2016), and is used when the population is heterogeneous. State corporations are heterogeneous in nature in regard to their functions and thus were stratified into eighteen (18) strata based on their functional areas. The formula $n_i = \frac{N_i n}{N}$ was used to determine the number of state corporations to be sampled from each stratum. The state corporations on study in each stratum were selected using simple random sampling technique.

Study units from each sampled state corporations were obtained using purposive sampling because it was the opinion of the researcher that only staff in management could provide in-depth information regarding strategic change process in their organisations. For convenience, four (4) employees (respondents) from both middle level and senior level management were selected for interview from each sampled state corporation. This made the study respondents to be 320 participants (80 state corporations * 4 participants). The sample respondents were drawn from the office of the chief executive officer (CEO), the human resources, the finance and information communication technology (ICT) departments. The said departments play key roles in any strategic change implementation process in organisations and thus the staff working in the said departments are the major drivers of the strategic change processes.

3.6 Data Collection Instruments

The study basically used questionnaires containing both open ended and closed ended questions to collect primary data.

This is because the questionnaires allowed respondents to give much of their opinions pertaining to the researched problem, were cost effective, saved time saving and were also easy to administer. The questionnaires were tested for reliability and validity during pilot study to check for their consistency and accuracy. Questionnaires are any written instruments that present respondents with a series of questions or statements to which they are to react (Dornyei & Taguchi, 2009). The self-designed structured questionnaire contained both open ended and closed ended questions with the quantitative section of the instrument utilizing both a nominal and a five Likert-type scale format. The Likert-type format was selected because it yields equal-interval data, a fact that allows for the use of more powerful statistical statistics to test research variables (Kiess & Bloomquist, 2009).

Kothari (2009) alludes that the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data is gathered. The questionnaire had eight sections. Section A collected organisation demographic data, section B on stakeholder involvement data, section C on leadership commitment, section D on change communication, section E on employee participation, section F on change coercion, section G on organizational culture and section H on Strategic Change Implementation. The interview guide was used to generate qualitative data from the open ended questions using the Key Informant Interviews (KII).

3.7 Data Collection Procedures

According to Bryman (2012), data collection is the process of gathering data from a sample so that the research questions can be answered. The study used both primary and secondary data. The primary data was collected directly from the selected state corporations whereas secondary data was collected from published reference materials such as reports and journals. The questionnaire was self-administered. Self-administered questionnaires are advantageous in that they cost less than personal interviews and also enable the researcher to contact participants who might otherwise be inaccessible (Cooper & Schindler, 2014).

3.8 Pilot Study

A pilot study is necessary for testing the reliability of data collection instruments (Sekeran & Bougie, 2009). Through the pilot study, the research instrument was tested for validity and reliability. Pilot study also establishes the accuracy and appropriateness of the research instrument. Dillman, (2014) posit that pilot study is conducted to determine whether potential respondents would have difficulties in understanding or interpreting the questionnaire.

Thirty two (32) respondents from eight (8) state corporations, which is a 10% of the sample (10% of 320) was pretested. According to Mugenda and Mugenda (2008), 10% of accessible population (sample size) was generally recommended by the social researchers. The pilot study was conducted to check for possible errors on the questionnaire which could be as a result of unclear instructions. The questionnaire was edited to correct the deficiencies and errors detected during the pilot study before the main collection of data.

3.8.1 Reliability of Research Instruments

Reliability checks whether the results of an instrument are stable and consistent (Creswell, 2014). It is also the extent to which a given measuring instrument produces the same result each time it is used (Abbott & McKinney, 2013). Bryman (2012) alludes that reliability is the consistency of a measure of a concept. Mugenda (2008) states that a reliable measurement is one that if it is repeated a second time to collect data, will give the same results as it did the first time, otherwise if the results are different, then the measurement is unreliable. To determine the reliability, the instrument was checked to find out if it yielded similar results after pre-testing. The reliability of the instrument (questionnaire) was analysed using Cronbach‘s alpha (α) and if found to be 0.7 or less ($\alpha \leq 0.7$), it is considered weak, otherwise if found to be 0.8 and above ($\alpha \geq 0.8$), it is considered appropriate.

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum_{i=1}^{k} \sigma^2_{y_i}}{\sigma^2_x}\right)$$

Where: k refers to the number of scale items

$\sigma^2_{y_i}$ refers to the variance associated with item i

σ^2_x refers to the variance associated with the observed total scores

3.8.2 Validity of Research Instruments

Validity is concerned with the meaningfulness of research components (Drost, 2011). It is also the degree to which results obtained from the analysis of the data that actually represent the phenomenon under study. Abbott and McKinney (2013) argue that validity is the extent to which a research measure indeed captures the meaning of the concept it is intended to measure. This study sought to enlist face validity and content validity to ensure correctness of the questionnaire. According to Wilson, Pan and Schumsky (2012), content validation tests whether items are a representative sample of all items within the content domain of interest. Drost (2011) posit that face validity is a subjective judgment on the operationalization of a construct. Face validity is a characteristic associated with a psychological test and its individual items (Holden, 2010).

3.9 Data Analysis and Presentation

The questionnaires were cleaned through editing for completeness and consistency and then coding of the data before analysing through the use of Statistical Package for Social Sciences (SPSS) version twenty one (21). De Waal, Pannekoek, and Scholtus (2011) stated that data editing is an interactive activity intended to correct errors in raw data collected. Where clarification was required from the respondent, a phone call was made.

3.9.1 Quantitative Data Analysis

Quantitative data was analysed by the use of Statistical Package for Social Sciences (SPSS) version twenty one (21), where data was coded and different analyses which included descriptive statistics and inferential statistics carried out.

3.9.2 Statistical Regression Model

Strategic Change Implementation in state corporations was regressed against five variables (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion) individually, jointly as well as against the moderating effect of organizational culture (moderating variable).

Single variable:

Model 1: $Y = \beta_0 + \beta_i X_i + e$ (i= 1, 2, 3, 4, 5)

Model 2: $Y = \beta_0 + \beta_i X_i + \beta_Z Z + e$ (i= 1, 2, 3, 4, 5)

Model 3: $Y = \beta_0 + \beta_i X_i + \beta_Z Z + \beta_{iZ} X_i Z + e$ (i= 1, 2, 3, 4, 5)

Multiple variables:

Model 1: $Y = \beta_0 + \sum_{i=1}^{5} \beta_i X_i + e$

Model 2: $Y = \beta_0 + \sum_{i=1}^{5} \beta_i X_i + \beta_Z Z + e$

Model 3: $Y = \beta_0 + \sum_{i=1}^{5} \beta_i X_i + \beta_Z Z + \sum_{i=1}^{5} \beta_{iz} X_i Z + e$

Where,

Y= Strategic Change Implementation

β_0 = Constant

β_i = Regression coefficient of X_i (i = 1, 2, 3, 4, 5)

β_Z = Regression coefficient of moderator (organizational culture)

β_{iZ} = coefficient of interaction effect/term

X_1 = Stakeholder Involvement

X_2 = Leadership Commitment

X_3 = Change Communication

X_4 = Employee Participation
X_5 = Change Coercion
Z = Organisational Culture (moderator)
e = Error term
X_iZ= Interaction/ Product term

3.9.3 Qualitative Data Analysis

Qualitative data was analysed using both content and narrative analysis and results presented in form of summarised description of the variables.

3.10 Diagnostic Tests

The data was tested for normality, linearity, multicollinearity, significance of slopes, goodness of fit and autocorrelation.

3.10.1 Test for Normality

In testing normality of the independent variable, the null hypothesis was that the data was normally distributed against the alternative hypothesis the data was not normally distributed. In this research, the researcher used normal Q-Q plots and histograms, and fitted normal curves for each variable. Shapiro Wilk test to test for normality could not be used because the sample size was more than 50 (> 50). Since the curves depicted a normal shape, as well as the Q-Q plots illustrated that individual variables closely followed a diagonal movement which was a condition for true normal distribution, then the data was said to be normally distributed. Similarly, after the regression model was run, a normal Q-Q plot of the Residual was plotted to check for the normality of error terms assumption for multiple linear regression.

3.10.2 Test for Linearity

Linearity was tested by plotting the dependent variable against each independent variable to determine the relationship between independent and dependent variables.

If the was a linear pattern of the scatter plots, then this would be an indication of a linear relationship between the variables, otherwise a random pattern would indicate a non-linear relationship, which would be a violation of the linear regression assumptions. For the error terms, a scatter plot of the residual against the predicted value was used check for linearity of the error terms. If the residuals are found evenly distributed on either side of the zero line, with a tendency of concentrating towards the zero line, it would be indication of linearity of the error terms.

3.10.3 Test for Multicollinearity

Multicollinearity test was conducted to test whether there was similarity between the independent variables. If the independent variables have any similarity then there will be a very strong correlation. Multicollinearity was tested using variation inflation factors (VIF). A VIF value of 1-10 will indicate no Multicollinearity symptoms. Mean centering of data eliminates possibilities of multicollinearity in data. Mean centering of variables was done so as to alleviate any multicollinearity in the moderated regression model. Kromrey & Foster-Johnson (as cited in Dawson, 2014 and Hayes & Matthes, 2009) posit that centering variables before actual analysis of moderated multiple regression models is recommended for elimination of multicollinearity and enhancement of interpretation of the resultant regression models motives.

3.10.4 Test for Heteroscedasticity

The test for heteroscedasticity which checks for the linear regression assumption of constancy of variance (homoscedasticity) was carried out on the error terms by doing scatter plots of standardized residual against predicted value as well as dependent variable against residuals. If the residuals show a constant variation from the centre line, then this would be an indication of constancy of variance and hence no heteroscedasticity.

3.10.5 Test for Independence of Error Terms

This was tested using scatter plot of standardized residual against the predicted value. If the plot shows a random pattern of the residuals, without following any pattern, then it would be an indication for interdependence of errors terms. This test is important as one of the assumptions of linear regression models.

3.10.6 Test for Autocorrelation

Autocorrelation in data was tested using Durbin Watson approach. Autocorrelation means that adjacent observations are correlated. If they are correlated, then regression underestimates the standard error of the coefficients and the predictors can seem to be significant when they are not actually significant. Durbin-Watson value, d should be $1.5 < d < 2.5$ and any values outside of this range suggest a form of autocorrelation. Field (2009) alluded that Durbin-Watson values under 1 or more than 3 are a definite cause for concern. This clears data for further analysis, more so confirmatory analysis and then inferential Analysis.

3.10.7 Testing for sampling adequacy

Kaiser Meyer-Olin (KMO) measure of sampling adequacy and Barett's test of sphericity were used to determine adequacy of sample for further analysis. They were chosen because the sample size was greater than fifty (>50). Hutcheson and Sonfronniou (1999) alluded that KMO value of 0.7 – 0.8 was good whereas from 0.8 and above was great for analysis. For Barret Sphericity test, a sample would be adequate if the significance (Sig.) value would be less than 0.05 (<0.05).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings of the study as set out in the research methodology. The study sought to establish the determinants of Strategic Change Implementation in state corporations in Kenya. The independent variables examined were Stakeholder Involvement, Leadership Commitment, Change Communication, Employee Participation and Change Coercion. The moderating variable was organisational culture. Cleaning of the data was done, followed by data coding, then analysis using Statistical Package for Social Sciences (SPSS) version 21 and results interpreted based on the overall objective of the study.

4.2 Response Rate

Response rate is the extent to which the final data sets include all sample members (Orodho, 2003), and was calculated as the number of respondents with whom interviews were completed and divided by the total number of respondents in the entire sample including non-respondents. The study targeted a sample size of 320 employees at management levels in 80 state corporations in Kenya. 298 responses out of the target 320 were received, putting the response rate at 93.13% which was good for further analysis as summarized in table 4.1 below.

Table 4.1: Response Rate

Item	Frequency	Percent
Returned questionnaires	298	93.1
Unreturned questionnaires	22	6.9
Total	**320**	**100.0**

4.3 Results of the Pilot Study

4.3.1 Reliability Results

Reliability for the study was done on all the items using Cronbach‘s Alpha, and which was also validated by component factor analysis. Cronbach alpha is a coefficient of reliability that gives unbiased estimate of data generalizability (Zinbarg, 2009). The Cronbach‘s Alpha showed how well the items in the research instrument were correlated to each other. Thirty two (32) employees from eight (8) State corporations were studied for reliability and validity of the questionnaires. Creswell (2008) alluded that the rule of thumb is that 10% of the sample should constitute a pilot test. Individually, each variable returned a Cronbach‘s Alpha value greater than 7, making them acceptable for the study.

The overall Cronbach‘s Alpha for the research instrument was 0.860 implying that it was appropriate for the study as shown in table 4.2 below. Creswell (2008) posit that reliability is the stability or consistency of measurements; that is whether or not the same results would be achieved if the test or measure was applied repeatedly. George and Mallery (as cited in Grau-Alberola, Gil-Monte, García-Juesas, & Figueiredo-Ferraz, 2010) stated that the reliability of the constructs was acceptable based on the rule that when Cronbach’s alpha value is greater than 0.9, it is considered excellent; when value is between 0.8 – 0.9 is deemed very good and when it is between 0.7 – 0.8, it is rated as good, otherwise below 0.7 is poor. In social sciences researches, a reliability value of 0.7 or more is considered acceptable. Joppe (as cited in Sarmah, & Hazarika, 2012) indicated that an alpha coefficient higher than 0.70 indicates that the data gathered have a relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population.

Table 4.2: Reliability coefficients (Cronbach Alpha) of the independent variable

S/No.	Variable	No. of Items	Cronbach Alpha Value	Remarks
1	Stakeholder Involvement	7	0.844	Very Good
2	Leadership Commitment	11	0.883	Very Good
3	Change Communication	7	0.867	Very Good
4	Employee Participation	6	0.919	Excellent
5	Change Coercion	4	0.780	Very Good
6	Organizational culture	7	0.796	Very Good
	AVERAGE	**7**	**0.848**	**Very Good**

4.3.2 Validity Results

This study enlisted face validity and content validity to ensure correctness of the questionnaire. According to Anastasi & Urbina and Kerlinger (as cited in Wilson, Pan & Schumsky, 2012), content validation tests whether items are a representative sample of all items within the content domain of interest. Drost (2011) posit that face validity is a subjective judgment on the operationalization of a construct and a characteristic associated with a psychological test and its individual items (Holden, 2010).

Face validity was established by asking the respondents to give comments on questionnaire in regards to wordings and general layout of the research instrument. Amendments on the instrument were done according to the suggested modifications. Content validity on the other hand was achieved through use of strategic management experts and practising strategists who thoroughly reviewed all the contents of the research instrument. The unclear, ambiguous and wrongly phrased statements were reviewed, edited and accordingly corrected to capture the intended information. The research instrument was then modified putting into consideration the input from the experts.

4.4 Respondents Background information

The background information of respondents' in terms of gender distribution, level in organization, highest level of education, category of state corporation, years of experience and department which the employee belongs was captured.

4.4.1 Gender Distribution

The respondents' gender profile was 63.4% male and 36.6% female as shown in table 4.3. This implied that a simple majority of the male gender compared to the female gender participated in the study. This distribution is good and indicated a fair gender balance, which was within the requirements of the two thirds gender rule as provided in the Kenyan Constitution (2010) as well as the gender parity requirements by the Kenyan gender crusaders. The opinions of both gender on matters strategic change implementation were accommodated following the fair balance of gender.

Table 4.3: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	189	63.4
Female	109	36.6
Total	**298**	**100.0**

4.4.2 Level of respondents in Organisation

The study targeted both senior and middle level managers from the sampled state corporations in Kenya. Table 4.4 indicated that 81.2% of the respondents were from middle level management while 18.8% of the respondents were senior managers. This can be explained by the upright wedge shape of most organizational structures whereby at the apex are few senior officers and the numbers increase towards the bottom of the wedge.

Table 4.4: Level of respondents in Organisation

Level in Organisation	Frequency	Percent
Senior Management	56	18.8
Middle Management	242	81.2
Total	**298**	**100.0**

4.4.3 Highest Level of Education of Respondents

Respondents' highest level of education was sought and majority (51.7%) indicated that they had a master degree, while a sizeable number (39.9%) had bachelor degree as their highest level of education. 6.4% of the respondents were PhD holders whereas 2% were diploma holders as shown in table 4.5. These results were expected since in senior positions, skills, competence and experience are keys attributed considered on top of some reasonable academic qualifications. In Kenya, mostly a bachelor's degree is sufficient to enable one to rise to top positions.

Table 4.5: Highest Level of Education of Respondents

Education Level	Frequency	Percent
Diploma	6	2.0
Bachelor Degree	119	39.9
Master Degree	154	51.7
PhD	19	6.4
Total	**298**	**100.0**

4.4.4 Category of State Corporations

For purposes of research instrument, the eighteen (18) functional categories of state corporations were further compressed into five broad categories with respect to their areas (financial, service, regulatory, Education and others). Out of the five categories provided, a majority of the respondents belonged to the service category at 58.4%, followed by the financial category at 27.2%. The regulatory category followed with 2.7% of the respondents, with 1.7 % belonging to education category.

Those who belonged to other categories other than the four mentioned were 10.1%. Table 4.6 gives a summary of the same.

Table 4.6: Category of State Corporations

Category	Frequency	Percent
Financial	81	27.2
Service	174	58.4
Regulatory	8	2.7
Education	5	1.7
Others	30	10.1
Total	**298**	**100.0**

4.4.5 Respondents' Department in the Organization

The researcher focused on four departments in each organisation, namely; the CEO's office, Finance, ICT and Human Resource. This was because the said departments were the drivers of change in any organization. From table 4.7 below, 28.9% of the respondents belonged to the Human Resource department, 26.2% from the CEO's office, 26.2% from the ICT department and 18.8% from the Finance department. This implied that there was an even distribution of respondents across all the departments in the state corporations studied, save for finance department which returned 18.8% of respondents.

Table 4.7: Respondents' Department in the Organization

Department	Frequency	Percent
CEO's Office	78	26.2
Finance	56	18.8
Human Resource	86	28.9
ICT	78	26.2
Total	**298**	**100.0**

4.4.6 Working Experience of Respondents

In Table 4.8, a fairly high percentage of 43.6% depicted respondents with working experience of more than 10 years. 24.5% of the respondents had working experience of between 5 and 10 years, whereas 23.8% of respondents had experience of between 2 and 5 years. Only 8.1% of the respondents had the least experience of less than 2 years. This meant that a big percentage (91.9%) of the respondents had been in their organizations for more than 2 years, implying that they understood the recent changes that had taken place in their respective organizations and hence an assurance of the trueness of the information provided.

Table 4.8: Working Experience of Respondents

Period	Frequency	Percent
Less than 2 years	24	8.1
Between 2 - 5 years	71	23.8
Between 5 - 10 years	73	24.5
More than 10 years	130	43.6
Total	**298**	**100.0**

4.5 Descriptive Analysis

The purpose of descriptive statistics was to enable the researcher, to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depended on the types of variables in the study and the scale of measurements. Measures of central tendency were used to determine the typical or expected score or measure from a staple of measurements or a group of scores in a study and were used to give expected summary statistics of variables being studied. The researcher in this study used mean and percentages to present the study findings of the determinants of Strategic Change Implementation in state corporations in Kenya. The study adopted a Likert Scale of 1 to 5, where 1 = Not At All, 2 = Small Extent, 3 = Moderate Extent, 4 = Large Extent and 5 = Very Large Extent and respondents were required to indicate the extent of their agreement with the statements regarding the various variables.

4.5.1 Stakeholder Involvement

In order to determine the extent to which stakeholder involvement influenced the Strategic Change Implementation in state corporations in Kenya, respondents were requested to provide information regarding their respective organizations on different parameters that measure the level of stakeholder involvement. From the results in table 4.9, and on the statement “Our organisation considers all stakeholders as key pillars during times of change implementation”, 37.2% agreed to a very large extent, 35% agreed to a large extent, 24% agreed to a moderate extent, 2.1% agreed to a small extent whereas only 2% did not agree at all to the statement. Concerning the statement “Stakeholders have been involved in the planning of the recent changes in the organisation”, 23.5% agreed to a large extent, 33% agreed to large extent, 28% agreed to a moderate extent, 7.4% agreed to small extent and 8% did not agree at all.

Regarding the statement “Change plans are always communicated effectively to the stakeholders using different channels”, 20.5% agreed to a very large extent, 36% agreed to a large extent, 32% agreed to a moderate extent, 9% agreed to a small extent whereas 3% did not agree at all to the statement. 14.8% agreed to a large extent, 35% agreed to large extent, 35% agreed to a moderate extent, 10% agreed to small extent and 5% did not agree at all to the statement “Stakeholders’ inputs in the change process are incorporated in the change plans & implementation”. With respect to the statement “Our organisation uses joint decision-making system with the stakeholders during times of change implementation”, 11.4% agreed to a large extent, 24% agreed to large extent, 36% agreed to a moderate extent, 22% agreed to small extent and 7% did not agree at all.

Finally, on the statement “Stakeholders are satisfied with the level of involvement they get in change process”, 16.5% agreed to a very large extent, 17% agreed to a large extent, 39% agreed to a moderate extent, 23% agreed to a small extent whereas 5% did not agree at all.

Table 4.9: Extent of agreeing to statements on Stakeholder Involvement

Stakeholder Involvement	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Std. Dev.
Our organisation considers all stakeholders as key pillars during times of change implementation	2	2.1	24	35	37.2	4.0235	.951
Stakeholders have been involved in the planning of the recent changes in the organisation	8	7.4	28	33	23.5	3.5537	1.172
Change plans are always communicated effectively to the stakeholders using different channels	3	9	32	36	20.5	3.6141	1.006
Stakeholders inputs in the change process are incorporated in the change plans & implementation	5	10	35	35	14.8	3.4463	1.018
Our organisation uses joint decision-making system with the stakeholders during times of change implementation	7	22	36	24	11.4	3.1141	1.086
Stakeholders are satisfied with the level of involvement they get in change process	5	23	39	17	16.5	3.1711	1.111

4.5.2 Leadership Commitment

On a Likert scale of 1 to 5 ranging from “do not agree at all” to “agree to a very large extent”, 19.5% agreed to a very large extent, 53% agreed to a large extent, 18.8% agreed to a moderate extent, 4.7% agreed to a small extent whereas 4% did not agree at all to the statement “The organisation's leadership has shown commitment to change process”. Regarding the statement “Leadership commits adequate resources towards change efforts”, 17.1% agreed to a very large extent, 39.9% agreed to a large extent, 33.9% agreed to a moderate extent, 8.4% agreed to a small extent, while 0.7% did not agree at all. On the statement “Leaders in our organisation have attracted followers in change efforts”, 4.7% agreed to a very large extent, 38.3% agreed to a large extent, 40.9% agreed to a moderate extent, 13.8% agreed to a small extent whereas 2.3% did not agree at all.

In addition, 12.2% agreed to a very large extent, 37.9% agreed to a large extent, 37.2% agreed to a moderate extent, 8.7% agreed to a small extent while 4% did not agree at all to the statement “Leadership provide executive sponsorship of change plans”. With respect to the statement “Leadership is able to get right people to manage various activities of change”, 5.4% agreed to a very large extent, 48.7% agreed to a large extent, 19.4% agreed to a moderate extent, 24.5% agreed to a small extent while 2% did not agree at all. 11.7% agreed to a very large extent, 46% agreed to a large extent, 27.9% agreed to a moderate extent, 10.4% agreed to a small extent and 4% did not agree at all, to the statement “Management leads from front in change efforts”. On the statement “Good leadership has resulted to reduced resistance to change”, 7.7% agreed to a very large extent, 42.9% agreed to a large extent, 32.2% agreed to a moderate extent, 13.8% agreed to a small extent whereas 3.4% did not agree at all.

Regarding the statement “Management allocates enough resources to roll out change initiatives”, 17.8% agreed to a very large extent, 23.1% agreed to a large extent, 34.6% agreed to a moderate extent, 20.5% agreed to a small extent whereas 4% did not agree at all. Finally, on “Management provides enough resources for sustenance of change” 15.1% agreed to a very large extent, 22.1% agreed to a large extent, 36.2% agreed to a moderate extent, 24.2% agreed to a small extent while 2.4% did not agree at all to the statement. Table 4.10 shows the results on leadership commitment in regard to strategic change implementation.

Table 4.10: Extent of agreeing to statements on Leadership Commitment

Leadership Commitment	Not at all	Small Extent	Moderate extent	Large extent	Very Large extent	Mean	Std. Dev.
The organisation's leadership has shown commitment to change process	4	4.7	18.8	53	19.5	3.7919	0.94
Leadership commits adequate resources towards change efforts	0.7	8.4	33.9	39.9	17.1	3.6443	0.88
Leaders in our organisation have attracted followers in change efforts	2.3	13.8	40.9	38.3	4.7	3.2919	0.85
Leadership provides executive sponsorship of change plans	4	8.7	37.2	37.9	12.2	3.4530	0.95
Leadership is able to get right people to manage various activities of change	2	24.5	19.4	48.7	5.4	3.3087	0.97
Management leads from front in change efforts	4	10.4	27.9	46	11.7	3.5101	0.97
Good leadership has resulted to reduced resistance to change	3.4	13.8	32.2	42.9	7.7	3.3792	0.93
Management allocates enough resources to roll out change initiatives	4	20.5	34.6	23.1	17.8	3.3020	1.11
Management provides enough resources for sustenance of change	2.4	24.2	36.2	22.1	15.1	3.2349	1.05

4.5.3 Change Communication

Table 4.11 shows the results on the statements on change communication as indicated on a Likert scale. Regarding the statement “People are informed of change efforts early before implementation” 6% agreed to a very large extent, 23.5% agreed to a large extent, 39.9% agreed to a moderate extent, 23.5% agreed to a small extent while 7.1% did not agree at all. 22.8% agreed to a very large extent, 39.3% agreed to a large extent, 20.5% agreed to a moderate extent, 12% agreed to a small extent and 5.4% did not agree at all to the statement “The organization has various channels of communicating”. With respect to “Communication coming from change leaders is always effective & easily understood” 6.4% agreed to a very large extent, 24.5% agreed to a large extent, 48% agreed to a moderate extent, 16.1% agreed to a small extent while 5% did not agree at all to the statement.

On the other hand, 7% agreed to a very large extent, 22.2% agreed to a large extent, 44.6% agreed to a moderate extent, 20.8% agreed to a small extent while 5.4% of the respondents did not agree at all to the statement “Communication about change is done on regular basis”. Similarly, on the statement “Grapevine is controlled to reduce negative effect during change process” 5.7% of the respondents agreed to a very large extent, 15.1% agreed to a large extent, 41.9% agreed to a moderate extent, 22.7% agreed to a small extent and 10.1% did not agree at all. Likewise, 8.7% of the respondents agreed to a very large extent, 22.2% agreed to a large extent, 36.2% agreed to a moderate extent, 30.2% agreed to a small extent while 2.7% did not agree at all to the statement “Follow up communication is done after change implementation”. Equally, 7.7% of the respondents agreed to a very large extent, 29.7% agreed to a large extent, 28.9% agreed to a moderate extent, 23.1% agreed to a small extent while 12.4% did not agree at all to the statement “Employees are given opportunity to provide feedback” These results were an indication that change communication was a necessity towards the success of strategic change implementation.

Table 4.11: Extent of agreeing to statements on Change Communication

Change Communication	**Not at all**	**Small Extent**	**Moderate Extent**	**Large Extent**	**Very Large Extent**	**Mean**	**Std. Dev.**
People are informed of change efforts early before implementation	7.1	23.5	39.9	23.5	6	2.9799	0.998
The organization has various channels of communicating	5.4	12	20.5	39.3	22.8	3.7450	0.926
Communication coming from change leaders is always effective & easily understood	5	16.1	48	24.5	6.4	3.1107	0.924
Communication about change is done on regular basis	5.4	20.8	44.6	22.2	7	3.0470	0.963
Grapevine is controlled to reduce negative effect during change process	10.1	27.2	41.9	15.1	5.7	2.7920	1.007
Follow up communication is done after change implementation	2.7	30.2	36.2	22.2	8.7	3.0403	0.991
Employees are given opportunity to provide feedback	12.4	23.1	28.9	27.9	7.7	2.9530	1.148

4.5.4 Employee Participation

On employee participation in change matters, respondents gave their responses on a likert scale between 1 and 5 where 1 = do not agree at all and 5 = agree to a very large extent. 14.4% of the respondents agreed to a very large extend, 28.5% to a large extent, 40.6% to a moderate extent, 9.1% to a small extent and only 7.4% did not agree at all to the statement “Our organisation recognises the role employees play during change times”. On the statement “Employees are engaged on change efforts at all levels”, 9.4% of the respondents agreed to a very large extend, 23.8% to a large extent, 40.3% to a moderate extent, 19.5% to a small extent while only 7% did not agree at all. Regarding “Change is communicated to employees before it is implemented” 7.1% of the respondents agreed to a very large extend, 22.1% to a large extent, 38.6% to a moderate extent, 20.5% to a small extent while only 11.7% did whereas agreed at all to the statement.

On the other hand, 5% of the respondents agreed to a very large extend, 20.1% to a large extent, 43.3% to a moderate extent, 23.5% to a small extent while only 8.1% did not agree at all to the statement “Management handles resistance to change by handling employee concerns”. In addition, 2.4% of the respondents agreed to a very large extend, 35.6% to a large extent, 30.5% to a moderate extent, 29.5% to a small extent while only 2% did not agree at all to the statement “Employees are given different responsibilities in change management process”. Lastly, 3.7% of the respondents agreed to a very large extend, 14.8% to a large extent, 36.9% to a moderate extent, 32.2% to a small extent while only 12.4% did not agree at all to the statement “Employees are satisfied with the level of their involvement during change programs” the results were a clear indication that employee participation was a vital attribute to strategic change implementation as summarized in table 4.12 below.

Table 4.12: Extent of agreeing to statements on Employee Participation

Employee Participation	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Std. Dev.
Our organisation recognises the role employees play during change times	7.4	9.1	40.6	28.5	14.4	3.3356	1.067
Employees are engaged on change efforts at all levels	7	19.5	40.3	23.8	9.4	3.0906	1.042
Change is communicated to employees before it is implemented	11.7	20.5	38.6	22.1	7.1	2.9228	1.084
Management handles resistance to change by handling employee concerns	8.1	23.5	43.3	20.1	5	2.9060	.977
Employees are given different responsibilities in change management process	2	29.5	30.5	35.6	2.4	3.0671	.908
Employees are satisfied with the level of their involvement during change programs	12.4	32.2	36.9	14.8	3.7	2.6510	.998

4.5.5 Change Coercion

Change coercion strategy entails application of force upon people to bring about a modification or transformation from one state to another. From table 4.13, 2.3% did not agree at all that coercion minimizes resistance to change, 2.7% agreed to a small extent, 26.5% agreed to a moderate extent, 45.3% agreed to a large extent and 23.2% agreed to a very large extent. On change coercion being used by organization as a last result option, 7% of the respondents did not agree at all, 19.5% agreed to a small extent, 26.5% agreed to a moderate extent, 23.2% agreed to a large extent and 23.8% agreed to a very large extent. On change coercion being a good strategy worthy adoption by organizations, 2.9% did not agree at all, 5.7% agreed to a small extent, 13.4% agreed to a moderate extent, 34% agreed to a large extent and 44% agreed to a very large extent. 2% of respondents did not agree at all that change coercion has positive impact, 6.1% agreed to small extent, 12.3% agreed to a moderate extent, 32.9% agreed to a large extent whereas 46.7% agreed to a very large extent.

Table 4.13: Extent of agreeing to statements on Change Coercion

Change Coercion	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Std. Dev.
Coercion minimizes change resistance	2.3	2.7	26.5	45.3	23.2	3.8423	0.891
Coercion change is used as last result	7	19.5	26.5	23.2	23.8	3.3691	1.233
Coercion strategy is a good strategy to adopt during change implementation	2.9	5.7	13.4	34	44	3.6510	0.782
Change coercion has positive impact	2	6.1	12.3	32.9	46.7	3.6510	0.782

4.5.6 Organizational Culture

On organizational culture and as show in table 4.14, 16.8% of the respondents agreed to a very large extend, 46.3% to a large extent, 31.6% to a moderate extent, 5% to a small extent while only 3% did not agree at all to the statement “Our organisation has strong value systems”. On the statement “Degree of flexibility of our organization’s employee & management in change process determine success”, 31.5% of the respondents agreed to a very large extend, 42.5% to a large extent, 20.5% to a moderate extent, 3.5% to a small extent while only 2% did not agree at all. Nevertheless, 23.5% of the respondents agreed to a very large extend, 32.5% to a large extent, 28.2% to a moderate extent, 7.4% to a small extent and only 8.4% did not agree at all to the statement “our organizational culture determines communication channels to be used & thus success rate”.

Similarly on “our organizational culture affects performance”, 17.1% of the respondents agreed to a very large extend, 45.6% to a large extent, 30.9% to a moderate extent, 2.9% to a small extent and only 3.5% did not agree at all to the statement. On “our organization has hierarchical culture” 13.4% of the respondents agreed to a very large extend, 44.3% to a large extent, 33.6% to a moderate extent, 5.4% to a small extent and only 3.3% did not agree at all to the statement. 23.2% of the respondents agreed to a very large extend, 45.3% to a large extent, 26.8% to a moderate extent, 3% to a small extent and only 1.7% did not agree at all to the statement “our organization culture is flexible". Lastly, in regard to the statement "does the culture support change", 17.1% of the respondents agreed to a very large extend, 39.9% to a large extent, 33.9% to a moderate extent, 8.4% to a small extent and only 0.7% did not agree at all. From these results, it is implied that organizational culture played a significant role towards the success or otherwise of strategic change implementation.

Table 4.14: Extent of agreeing to statements on Organizational Culture

Organizational Culture	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Std. Dev.
Our organisation has strong value systems	3	5	31.6	43.6	16.8	3.6611	.919
Degree of flexibility of our organization's employee & management in change process determine success	2	3.5	20.5	42.5	31.5	4.0604	.767
Our organizational culture determines communication channels to be used & thus success rate	8.4	7.4	28.2	32.5	23.5	3.5537	1.172
Our organizational culture affects performance	3.5	2.9	30.9	45.6	17.1	3.8121	.733
Our organization has hierarchical culture	3.3	5.4	33.6	44.3	13.4	3.6577	.777
Our organization culture is flexible	1.7	3	26.8	45.3	23.2	3.8523	.867
Does the culture support change	0.7	8.4	33.9	39.9	17.1	3.6443	.884

4.5.6 Strategic Change Implementation

Once the respondents were asked to respond on the statements 95% of the respondents agreed to a moderate extend and above on the statement "Our organization has realized improved quality of service after implementing change", with only 5% agreeing to a small extend and not agreeing at all. 92.4% of the respondents agreed to a moderate extend and above to the statement "Our organization has realized improved level of efficiency after implementing change" whereas only 4.4% agreed to a small extend and 3.2% did not agree at all. On the statement "Our organization has realized improved level of effectiveness after implementing change", 13.4% agreed to a very large extent, 44% to a large extend, 36.9% to a moderate extent, 5.7% to a small extent and nil respondents not agreeing at all.

Out of all the respondents, 96.3% agreed to a moderate extent, large extent and to a very large extent whereas only 3.7% agreed to a small extend, to the statement “Our organization has realized improved level of adaptability after implementing change”. On the statement “Our organization has realized improved level of customer satisfaction after implementing change” 15.1% of the respondents agreed to a very large extend, 39.2% to a large extent, 34.6% to a moderate extent, 10.4% to a small extent and only 0.7% did not agree at all to the statement. 89.6% of the respondents agreed to a moderate extent and above whereas 10.4% agreed to a small extent and 0.7% did not agree at all to the statement “Our organization has realized improved level of project success”. In regard to the statement “Our organization has not experienced resistance to change when implementing change”, 8.4% agreed to a very large extent, 37.9% agreed to a large extent, 41.9% to a moderate extent, 11.1% to a small extent and only 0.7% did not agree at all. 11.1% agreed to a very large extent, 35.9% agreed to a large extent, 43.6% agreed to moderate extent, 8.7% agreed to a small extend whereas 0.7% did not agree at all to the statement “Our organization has realized acceptance of change programs during implementation of change”.

On the statement “Level of attainment of organizational goals has improved after implementation of strategic change”, 9.4% agreed to a very large extent, 49.3% agreed to a large extent, 31.6% to a moderate extent and 97% agreed to a small extent. 17.4% of the respondents agreed to a very large extent, 47% agreed to a large extent, 25.5% agreed to a moderate extent and 10.1% agreed to a small extent on the statement “Projects undertaken after implementation of change have high degree of success”. In relation to the statement “Employees have adopted the change efforts implemented in the organization”, 5% agreed to a very large extent, 35.2% agreed to a large extent, 47% agreed to a moderate extent, 10.7% agreed to a small extent whereas 2.1% did not agree at all. Concerning the statement “Most anticipated benefits before change were achieved after the change implementation”, 14.1% agreed to a very large extent, 50% agreed to a large extent, 26.8% agreed to a moderate extent, with 9.1% agreeing to a small extent. Results were as shown in table 4.15 below.

Table 4.15: Extent of agreeing to statements on Strategic Change Implementation

Strategic Change Implementation	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large	Mean	Std. Dev.
Our organization has realized improved quality of service after implementing change	2.3	2.7	26.5	45.3	23.2	3.8423	.891
Our organization has realized improved level of efficiency after implementing change	3.2	4.4	30.3	47.3	14.8	3.7248	.764
Our organization has realized improved level of effectiveness after implementing change	0	5.7	36.9	44	13.4	3.6510	.782
Our organization has realized improved level of adaptability after implementing change	0	3.7	40.6	49.3	6.4	3.5839	.668
Our organization has realized improved level of customer satisfaction after implementing change	0.7	10.4	34.6	39.2	15.1	3.5772	.893
Our organization has realized improved level of project success	0.7	9.7	41	38.9	9.7	3.4732	.825
Our organization has not experienced resistance to change when implementing change	0.7	11.1	41.9	37.9	8.4	3.4228	.822
Our organization has realized acceptance of change programs during implementation of change	0.7	8.7	43.6	35.9	11.1	3.4799	.830
Level of attainment of organizational goals has improved after implementation of strategic change	0	9.7	31.6	49.3	9.4	3.5839	.792
Projects undertaken after implementation of change have high degree of success	0	10.1	25.5	47	17.4	3.7181	.869
Employees have adopted the change efforts implemented in the organization	2.1	10.7	47	35.2	5	3.3188	.776
Most anticipated benefits before change were achieved after the change implementation	0	9.1	26.8	50	14.1	3.6913	.824

4.6 Requisite Analysis

Requisite analysis was conducted using sampling adequacy, multicollinearity test to rule out collinearity among independent variables, autocorrelation test and normality test.

4.6.1 Test of Sampling Adequacy

Kaiser Meyer-Olin Measure of Sampling Adequacy-KMO and Barlett's test of Sphericity were used to determine the adequacy of the sample for further analysis. The Kaiser Meyer-Olin Measure of Sampling Adequacy-KMO being a test of sample adequacy (measuring how data is suited for factor analysis), Kaiser (1974) recommends a bare minimum of 0.5 with values between 0.7-0.8 being good while those between 0.8 and above 0.9 being great (Hutcheson & Sofronniou, 1999). This test is used for sample sizes that are greater than 50.

Barlett's test of Sphericity on the other hand indicates the strength of the relationship among variables. This tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is a matrix in which all of the diagonal elements are 1 and all off diagonal elements are 0. It is used to test the significance of factors, where the p-values for Barlett's test of Sphericity (Barlett, 1954) should be below 0.05. According to Habling (2003), Barlett's test of Sphericity is used for samples sizes that are greater than 50.

Table 4.16: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	717.179
	Df	21
	Sig.	.000

From table 4.16 above, the value of the KMO Measures of Sampling Adequacy was 0.769 whereas the p values for Barlett's test of Sphericity is 0.000 which is below 0.05 indicating that the sample is adequate for analysis.

4.6.2 Multicollinearity Test

Multicollinearity is the undesirable situation where the correlations among the independent variables are very strong. For suitability of multiple regression, the correlations among the independent variables should be weak.

Multicollinearity was measured using tolerance and Variance Inflation Factor. Tolerance of a respective independent variable is calculated using formula $1 - R^2$. The reciprocal of the tolerance is known as Variance Inflation Factor (VIF). Multicollinearity is associated with VIF above 5 and a tolerance with value below 0.2.

Table 4.17 shows the collinearity statistics, of the independent variables and it indicates the test results for multicollinearity, using both the VIF and tolerance. Multicollinearity is present if Tolerance values are below 0.2 and VIF values are more than 5. With Tolerance values above 0.2 and VIF values being less than 5, it was thus concluded that there was no good evidence for presence of multicollinearity problem in this study and hence acceptable for collection and analysis. The tolerance value for all the independent variables was 1 (>0.2) implying that there was no multicollinearity among the variables. Similarly, since the VIF values for the five independent variables is 1 (<5), this affirms the earlier conclusion of absence of multicollinearity.

Table 4.17: Table of Multicollinearity Statistics

Model	**Collinearity Statistics**	
Variable	**Tolerance**	**VIF**
Stakeholder Involvement	1	1
Leadership Commitment	1	1
Change Communication	1	1
Employee Participation	1	1
Change Coercion	1	1

4.6.3 Autocorrelation Test

Autocorrelation in data was tested using Durbin Watson approach. Autocorrelation means that adjacent observations are correlated. If they are correlated, then regression underestimates the standard error of the coefficients and the predictors can seem to be significant when they are actually not significant. Table 4.18 gives Durbin-Watson value, $d = 2.321$, which was within the range of values of $1.5 < d < 2.5$ and therefore we can assume that there is no first order linear auto-correlation in the multiple linear regression data and that from the rule of thumb, the test statistic values in the range of 1.5 to 2.5 are relatively normal.

Values outside of this range suggest a form of autocorrelation. Field (2009) alluded that Durbin-Watson values under 1 or more than 3 are a definite cause for concern. This clears data for further analysis, more so confirmatory analysis and then inferential Analysis.

Table 4.18: Autocorrelation/ Serial Correlation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.866[a]	.750	.745	.29021	2.321

4.6.4 Normality test

Normality test was conducted using the frequency curves for all the independent variables. Shapiro Wilks test and Kruskal Wallis test could not be used since the sample size was more than 50 (sample size = 320). All the frequency curves exhibited a normal curve. Figure 2, Figure 4, Figure 6, Figure 8, Figure 10, & Figure 12 show that all the curves are of normal shape. Thus, the data qualifies for further tests. Similarly, the Q-Q plots for all the variables as shown in Figure 1, Figure 3, Figure 5, Figure 7, Figure 9, & Figure 13 below, demonstrate that the observations in each variable closely followed a diagonal line, which was a clear indication that the condition for normal distribution was satisfied.

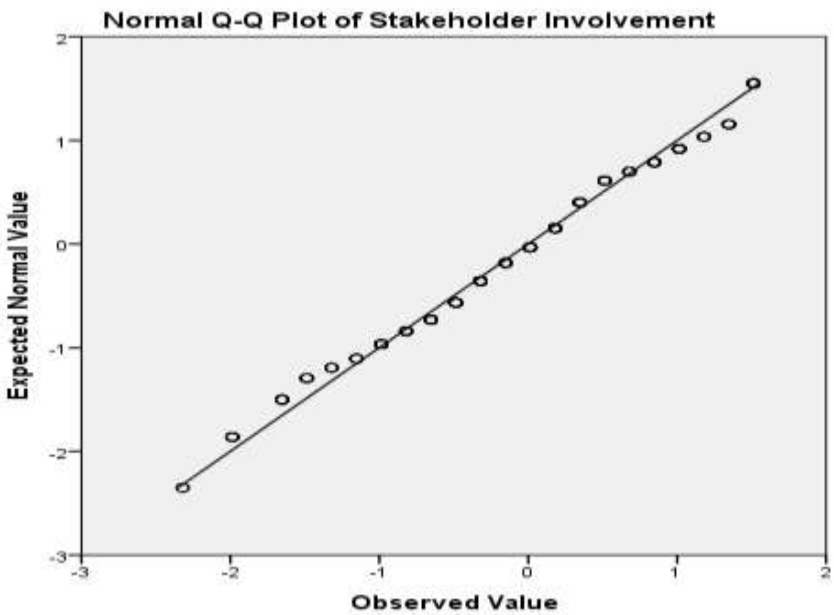

Figure 4.1: Normal Q-Q Plot of Stakeholder Involvement

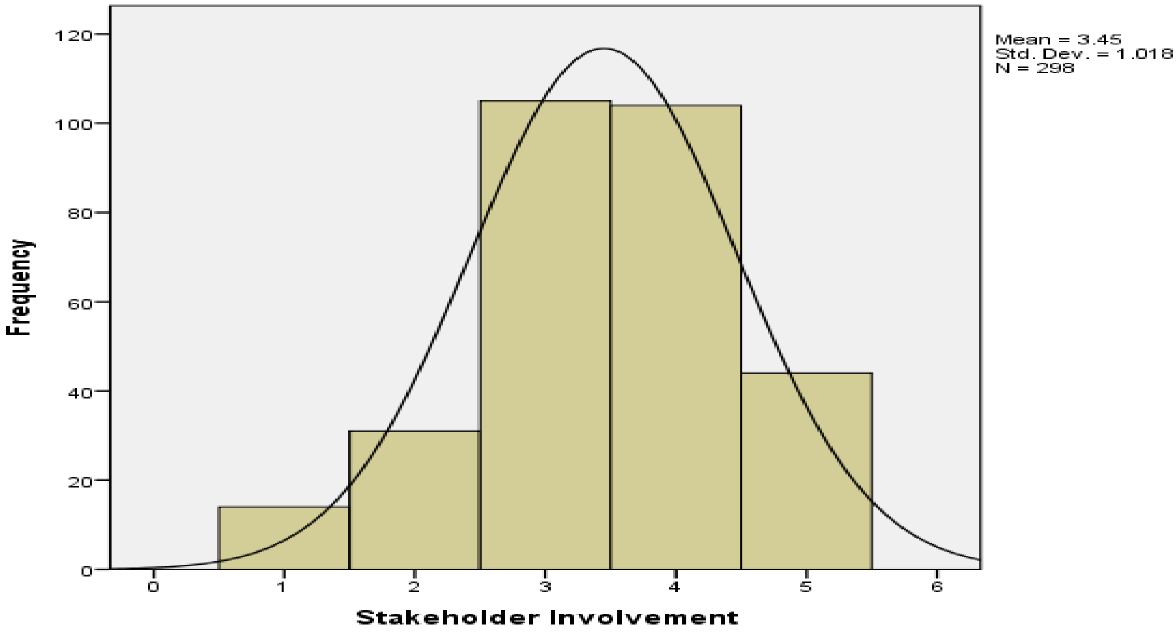

Figure 4.2: Stakeholder Involvement frequency curve

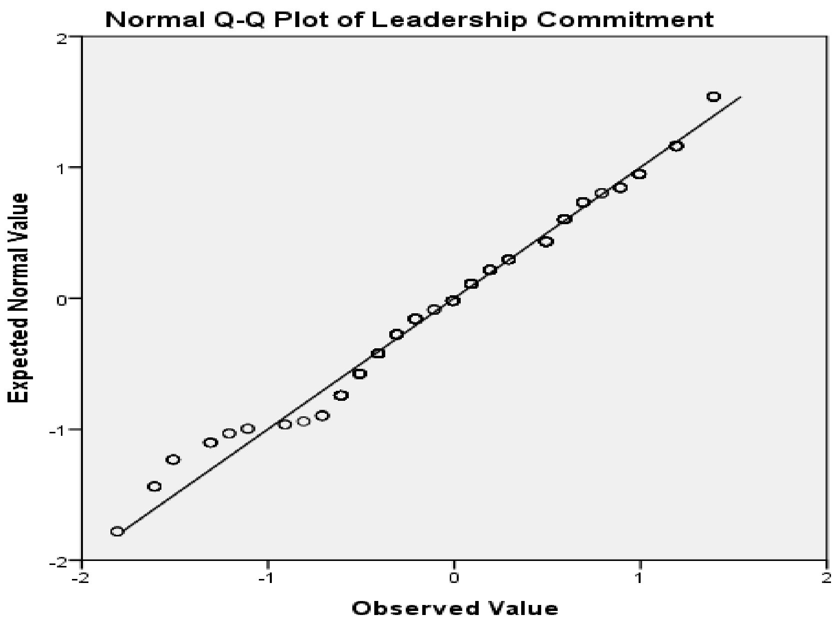

Figure 4.3: Normal Q-Q Plot of Leadership Commitment

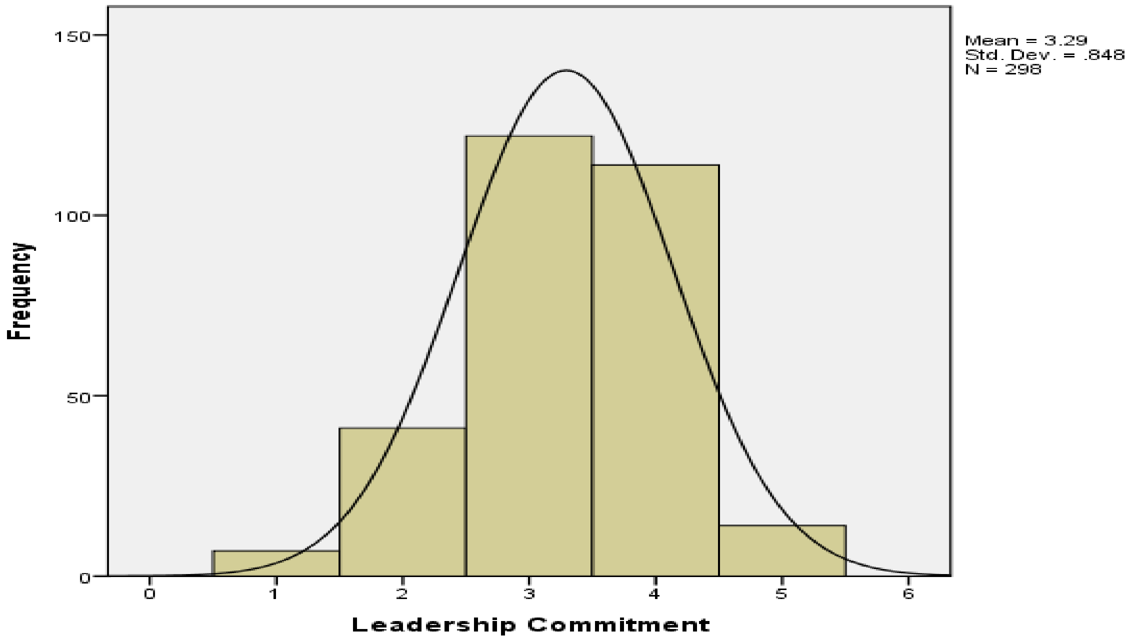

Figure 4.4: Leadership Commitment frequency curve

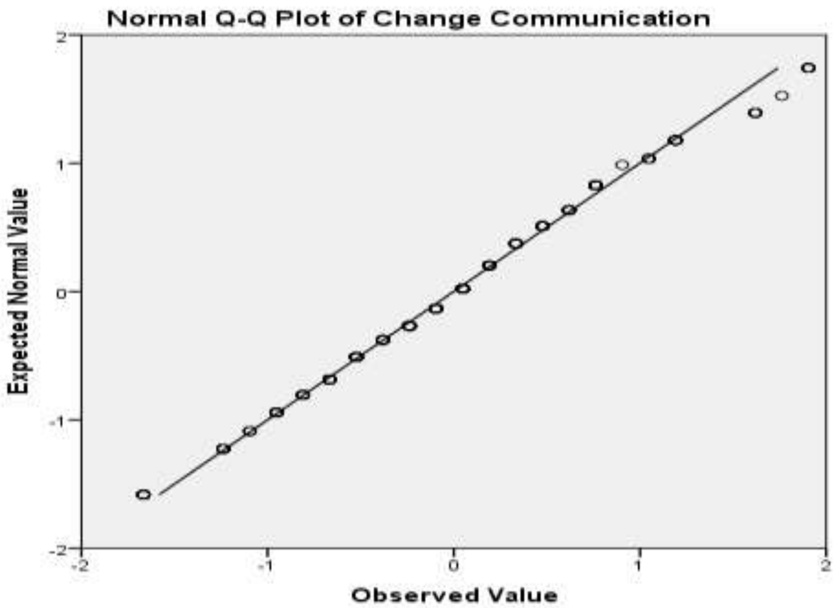

Figure 4.5: Normal Q-Q Plot of Change Communication

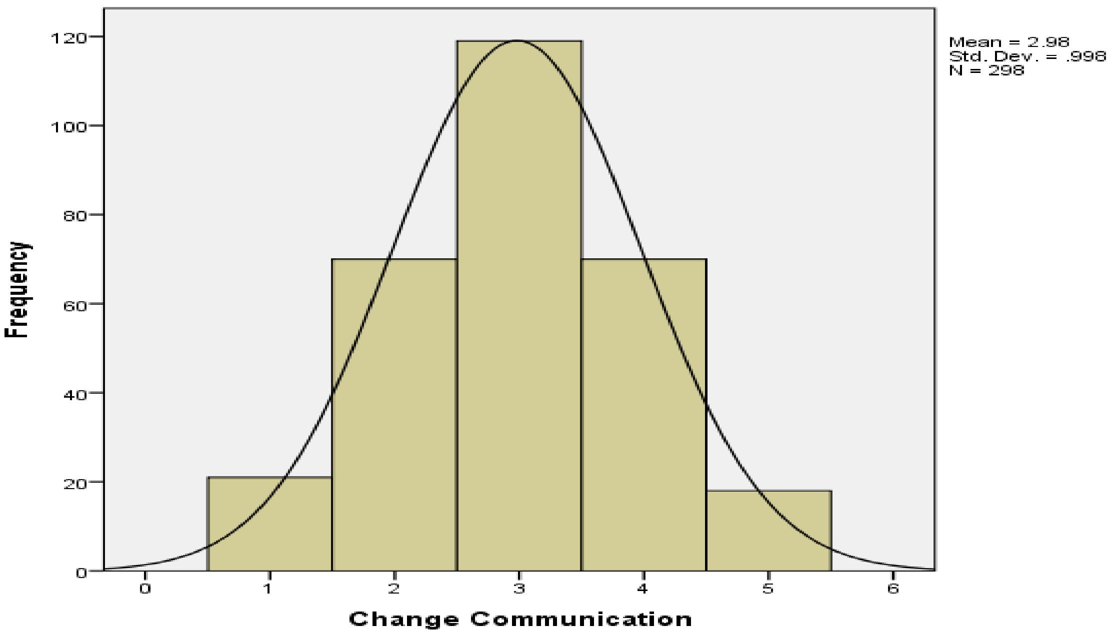

Figure 4.6: Change Communication frequency curve

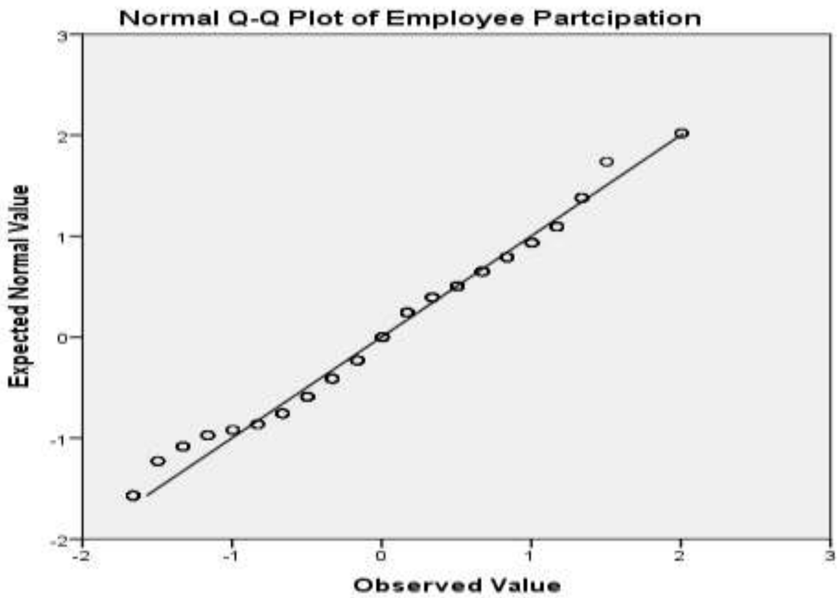

Figure 4.7: Normal Q-Q Plot of Employee Participation

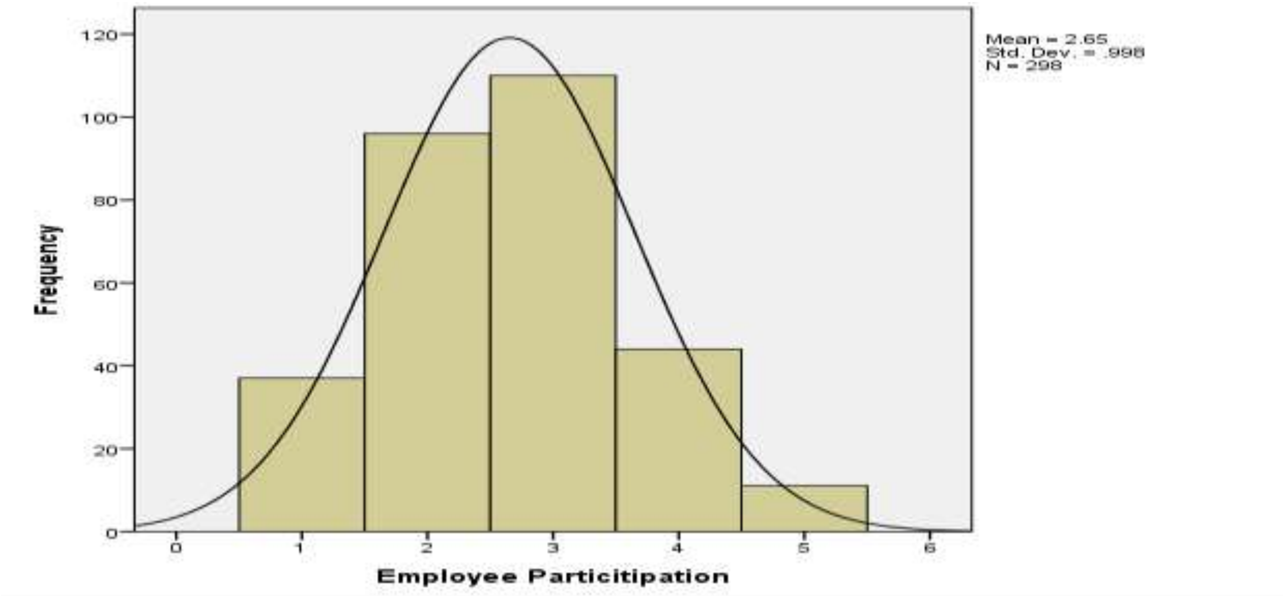

Figure 4.8: Employee Participation frequency curve

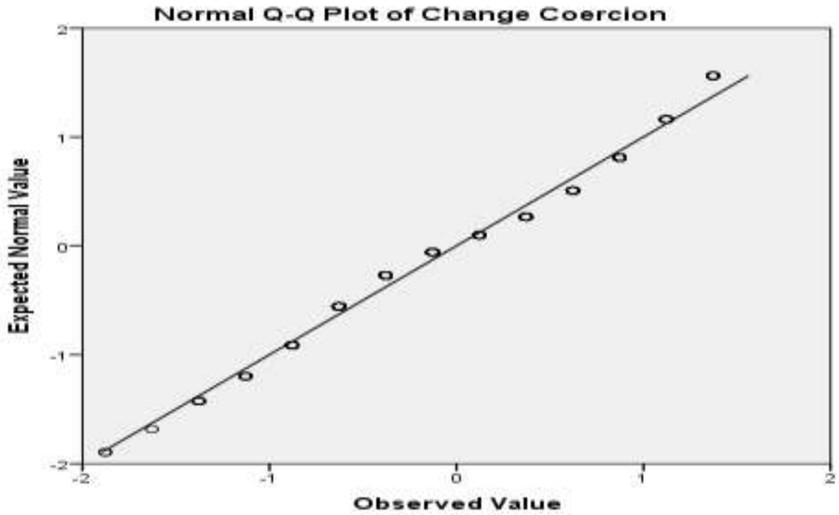

Figure 4.9: Normal Q-Q Plot of Change Coercion

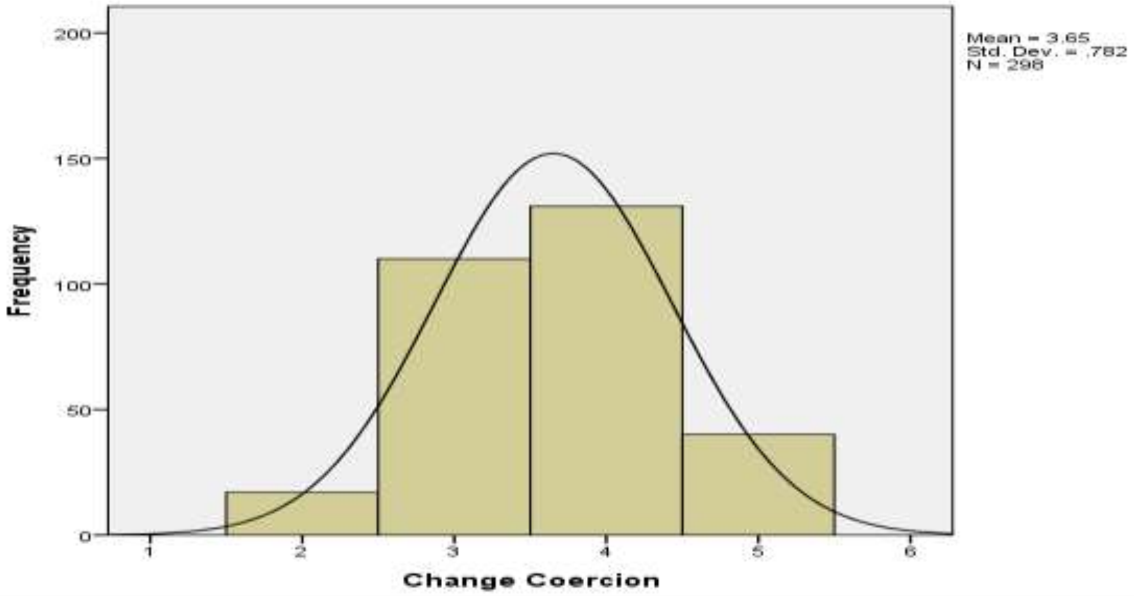

Figure 4.10: Change Coercion frequency curve

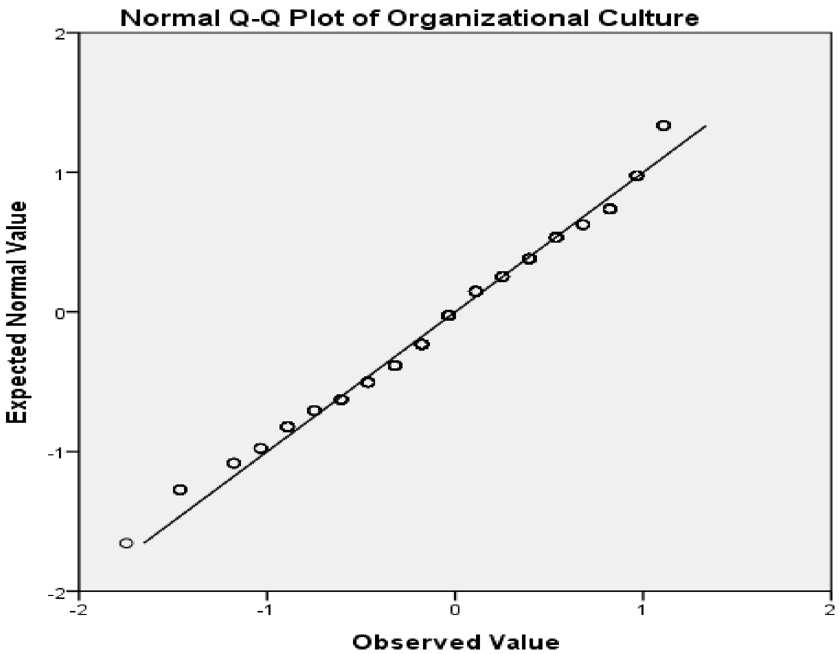

Figure 4.11: Normal Q-Q Plot of Organizational Culture

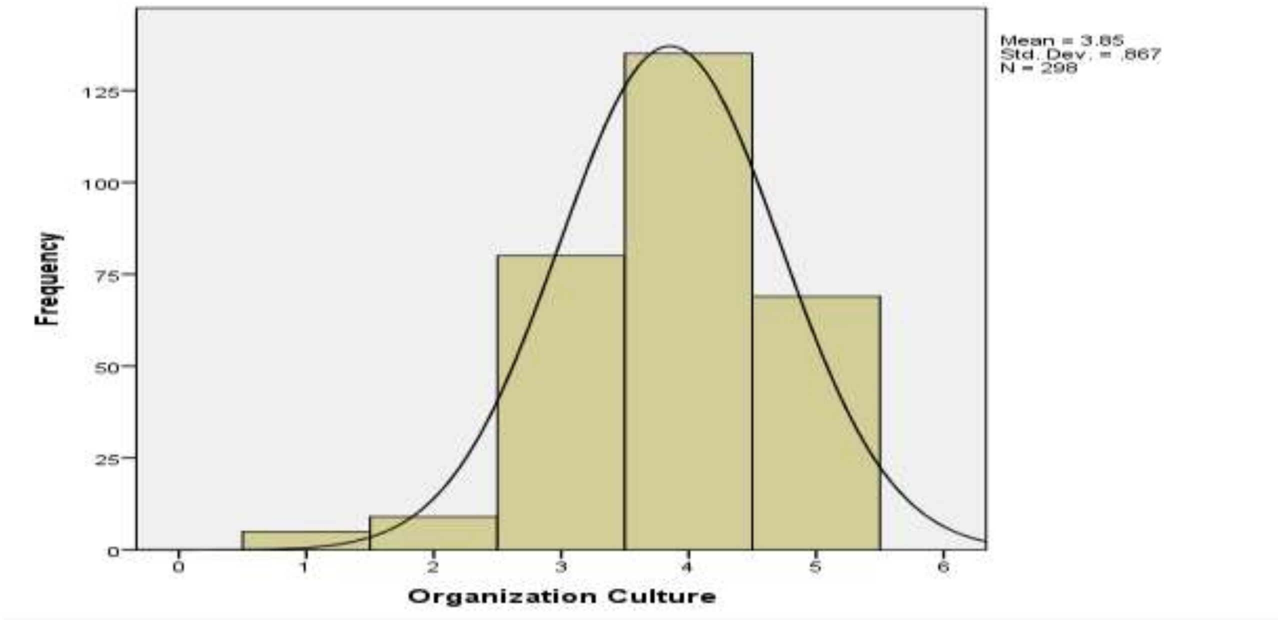

Figure 4.12: Organizational Culture frequency curve

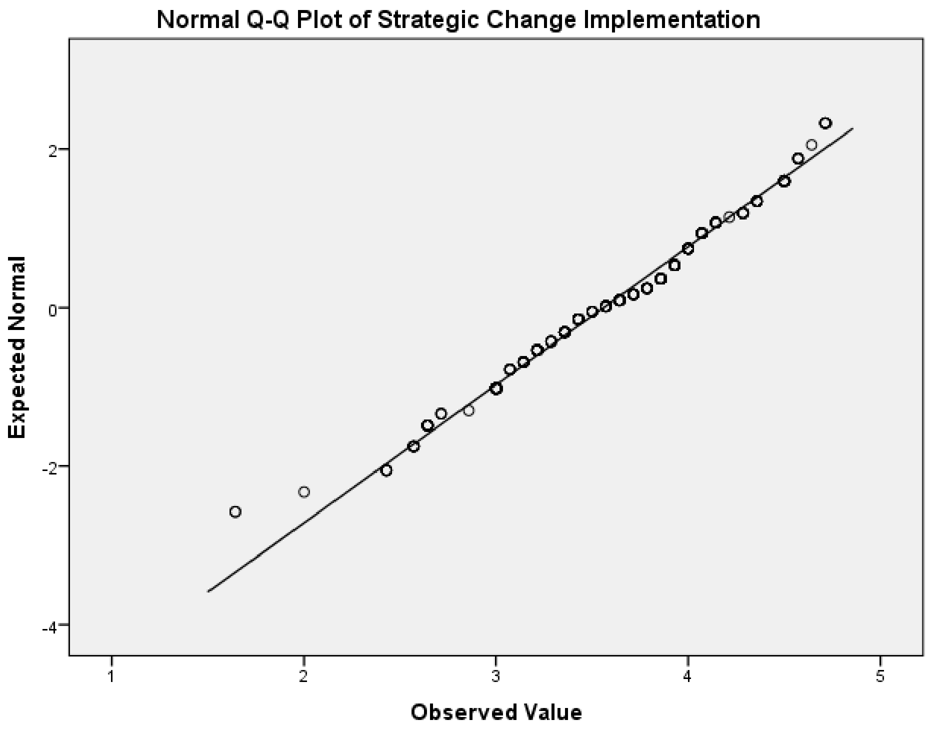

Figure 4.13: Normal Q-Q Plot for Strategic Change Implementation

4.7 Inferential Analysis

Two analyses were conducted under inferential analysis i.e., correlation analysis and regression analysis. Correlation analysis was conducted to determine the degree of relationship of variables whereas regression analysis was conducted to establish the contribution of each independent variable both in absence and in presence of moderating variable, in explaining the dependent variable.

4.7.1 Correlation Analysis

Correlation refers to the strength of a relationship between two variables. A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low correlation means that the variables are hardly or not related. Correlation coefficient ranges from -1.00 to +1.00. When correlation coefficient value is -1.00, then it means there is a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. According to Orodho (2014), a correlation coefficient value of 0.00 means that there is no relationship between the variables being tested. The most widely used types of correlation coefficient is the Karl Pearson's Correlation coefficient (r) which is also referred to as linear or product-moment correlation. This analysis assumes that the two variables being analysed are measured on at least interval scales.

The coefficient was calculated by taking the covariance of the two variables and dividing it by the product of their standard deviations. A value of +1.00 implies that the relationship between two variables X and Y is perfectly linear, with all data points lying on a line for which Y increases with the same magnitude as the increase in X, meaning both variables move in the same direction together. Equally, a negative value implies that all data points lie on a line for which Y decreases as X increases (Orodho, 2014). In this study Pearson correlation is carried out to determine how the research variables are related to each other. Pearson's correlation reflects the degree of linear relationships between two variables. Young (2009) alludes that a correlation of +1 means there is a perfect positive linear relationship between variables.

Mugenda & Mugenda (as cited in Kuria, Alice & Wanderi, 2012) stated that Pearson correlation coefficient (r) informs a researcher the magnitude and direction of the relationship between two variables, the bigger the coefficient, the stronger the association. Examining the statistical significance of a computed correlation coefficient which is based on randomly selected sample provides information about the likelihood that the coefficient will be found in the population from which the sample was taken (Bryman & Bell, 2011).

4.7.1.1 Correlation analysis for Strategic Change Implementation

Correlation was used to analyse the relationship between strategic change implementation and other variables (the independent variables and moderating variable). Pearson's correlation coefficient and p-value statistic measured the degree and significance of the relationship between the variables respectively. From table 4.19 there is a positive significant relationship between Strategic Change Implementation and stakeholder involvement.

The Pearson's correlation coefficient was 0.566 with a p-value less than 0.001. This means that 56.6% of Strategic Change Implementation in state corporations in Kenya is explained by stakeholder involvement.

Table 4.19: Correlation Matrix for Strategic Change Implementation

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Strategic Change Implementation	Pearson Correlation	.566**	.592**	.492**	.510**	.781**	.814**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	298	298	298	298	298	298	298

The table also showed that there was a positive significant relationship between strategic change implementation and leadership commitment. This was because the results indicated a Pearson's correlation coefficient of 0.592 and a p-value<0.001.

This implied that 59.2% of Strategic Change Implementation in state corporations in Kenya is explained by leadership commitment. Change communication on the other hand gave a Pearson's correlation coefficient of 0.492 and a p-value<0.001 indicating a positive significant relationship with Strategic Change Implementation. This shows that 49.2% of Strategic Change Implementation in state corporations in Kenya is explained by change communication. Similarly, there was a positive significant relationship between Strategic Change Implementation and employee participation as shown in the table. The Pearson's correlation coefficient was 0.510 with a p-value<0.001 meaning that 51% of Strategic Change Implementation in state corporations in Kenya is explained by employee participation. This meant that the more the employees participate in a change process, the better the results of the successful implementation of the strategic change. Likewise, the table also shows that there was positive significant relationship between Strategic Change Implementation and change coercion, which gives a Pearson's correlation coefficient was 0.781 with a p-value less than 0.001.

This implies that 78.1% of Strategic Change Implementation in state corporations in Kenya is explained by change coercion and indicates that the higher the coercion during change process, the better the results of Strategic Change Implementation in state corporations in Kenya. Finally, the table also shows that there was positive significant relationship between Strategic Change Implementation and organization culture. The Pearson's correlation coefficient was 0.814 with a p-value<0.000 implying that 81.4% of Strategic Change Implementation in state corporations in Kenya was explained by organization culture.

4.7.1.2 Correlation analysis for Stakeholder Involvement

Table 4.20 below shows the degree of relationship between stakeholder involvement and other variables. The results indicate that there was positive significant relationship between stakeholder involvement and all the other variables. The Pearson's correlation coefficients were 0.626, 0.700, 0.647, 0.433 and 0.682 between stakeholder involvement and leadership commitment, change communication, employee participation, change coercion and organization culture respectively, all with a p-value

<0.001. This implies that 62.6% of stakeholder involvement in state corporations in Kenya is explained by leadership commitment, 70% by change communication, 64.7% by employee participation, 43.3% by change coercion and 68.2% by organization culture.

Table 4.20: Correlation Matrix for Stakeholder Involvement

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Stakeholder involvement	Pearson Correlation	1	.626**	.700**	.647**	.433**	.682**	.566**
	Sig. (2-tailed)		0	0	0	0	0	0
	N	298	298	298	298	298	298	298

4.7.1.3 Correlation analysis for Leadership Commitment

Table 4.21 below shows the degree of relationship between leadership commitment and other variables. The results indicate that there was positive significant relationship between leadership commitment and all the other variables. The Karl Pearson's correlation coefficients were 0.626, 0.612, 0.570, 0.446, and 0.688 between leadership commitment and stakeholder involvement, change communication, employee participation, change coercion and organization culture respectively, all with a p-value<0.001. This implies that 62.6% of leadership commitment in state corporations in Kenya is explained by stakeholder involvement, 61.2% by change communication, 57% by employee participation, 44.6% by change coercion and 68.8% by organization culture.

Table 4.21: Correlation Matrix for Leadership Commitment

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Leadership Commitment	Pearson Correlation	.626**	1	.612**	.570**	.446**	.688**	.592**
	Sig. (2-tailed)	0		0	0	0	0	0
	N	298	298	298	298	298	298	298

4.7.1.4 Correlation analysis for Change Communication

Table 4.22 below shows the degree of relationship between change communication and other variables. The results indicate that there was positive significant relationship between change communication and all the other variables. Karl Pearson's correlation coefficients (r) were 0.700, 0.612, 0.849, 0.283, and 0.527 between change communication and stakeholder involvement, leadership commitment, employee participation, change coercion and organization culture respectively, all with a p-value less than 0.001 (p-value<.001). This implied that 70%, 61.2%, 84.9%, 28.3% and 52.7% of leadership commitment in state corporations in Kenya is explained by Stakeholder Involvement, Leadership Commitment, Employee Participation, Change Coercion and Organization Culture respectively.

Table 4.22: Correlation Matrix for Change Communication

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Change Communication	Pearson Correlation	.700**	.612**	1	.849**	.283**	.527**	.492**
	Sig. (2-tailed)	0	0		0	0	0	0
	N	298	298	298	298	298	298	298

4.7.1.5 Correlation analysis for Employee Participation

From Table 4.23 below, the degree of relationship between employee participation and other variables is given. The results indicate that there was positive significant relationship between employee participation and all the other variables.

Karl Pearson's correlation coefficients were 0.647, 0.570, 0.849, 0.392, and 0.509 between employee participation and stakeholder involvement, leadership commitment, change communication, change coercion and organization culture respectively, all with a p-value<0.001. This implies that 64.7%, 57.0%, 84.9%, 39.2% and 50.9% of employee participation in change matters in state corporations in Kenya is explained by stakeholder involvement, leadership commitment, change communication, change coercion and organization culture in that order.

Table 4.23: Correlation Matrix for Employee Participation

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Employee Participation	Pearson Correlation	.647**	.570**	.849**	1	.392**	.509**	.510**
	Sig. (2-tailed)	0	0	0		0	0	0
	N	298	298	298	298	298	298	298

4.7.1.6 Correlation analysis for Change Coercion

Table 4.24 below shows the degree of relationship between change coercion and all the other variables. From the results, it is clear that there was a positive significant relationship between change coercion and all the other variables. The Karl Pearson's correlation coefficients were 0.433, 0.446, 0.283, 0.392, and 0.741 between change coercion and stakeholder involvement, leadership commitment, change communication, employee participation, and organization culture respectively, all with a p-value less than 0.001 (p-value<.001). This implied that 43.3% of change coercion in state corporations in Kenya is explained by stakeholder involvement, 44.6% by Leadership Commitment, 28.3% by change communication, 39.2% by employee participation, and 74.1% by organization culture.

Table 4.24: Correlation Matrix for Change Coercion

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Change Coercion	Pearson Correlation	.433**	.446**	.283**	.392**	1	.741**	.781**
	Sig. (2-tailed)	0	0	0	0		0	0
	N	298	298	298	298	298	298	298

4.7.1.7 Correlation analysis for Organization Culture

Table 4.25 below shows the degree of relationship between the moderating variable (organizational culture) and all the independent variables. From the results, it is clear that there was a positive significant relationship between organizational culture and all the independent variables. The Pearson's correlation coefficients were 0.682, 0.688, 0.527, 0.509, and 0.741 between organizational culture and stakeholder involvement, leadership commitment, change communication, employee participation, and change coercion respectively, all with a p-value<0.001. This implied that 68.2% of organizational culture is explained by stakeholder involvement, 68.8% by Leadership Commitment, 52.7% by change communication, 50.9% by employee participation, and 74.1% by change coercion.

Table 4.25: Correlation Matrix for Organization Culture

		Stakeholder Involvement	Leadership Commitment	Change Communication	Employee Participation	Change Coercion	Organization Culture	Strategic Change Implementation
Organization Culture	Pearson Correlation	.682**	.688**	.527**	.509**	.741**	1	.814**
	Sig. (2-tailed)	0	0	0	0	0		0
	N	298	298	298	298	298	298	298

4.7.1.8 Summary of Correlations

Table 4.26 shows the summary of the Pearson correlation coefficients of all the variables (the independent, moderating and dependent variables)

Table 4.26: Matrix for summary of Correlations

		Y	X_1	X_2	X_3	X_4	X_5	Z
Y	Pearson Correlation	1	.566**	.592**	.492**	.510**	.781**	.814**
	Sig. (2-tailed)		0	0	0	0	0	0
	N	298	298	298	298	298	298	298
X_1	Pearson Correlation	.566**	1	.626**	.700**	.647**	.433**	.682**
	Sig. (2-tailed)	0		0	0	0	0	0
	N	298	298	298	298	298	298	298
X_2	Pearson Correlation	.592**	.626**	1	.612**	.570**	.446**	.688**
	Sig. (2-tailed)	0	0		0	0	0	0
	N	298	298	298	298	298	298	298
X_3	Pearson Correlation	.492**	.700**	.612**	1	.849**	.283**	.527**
	Sig. (2-tailed)	0	0	0		0	0	0
	N	298	298	298	298	298	298	298
X_4	Pearson Correlation	.510**	.647**	.570**	.849**	1	.392**	.509**
	Sig. (2-tailed)	0	0	0	0		0	0
	N	298	298	298	298	298	298	298
X_5	Pearson Correlation	.781**	.433**	.446**	.283**	.392**	1	.741**
	Sig. (2-tailed)	0	0	0	0	0		0
	N	298	298	298	298	298	298	298
Z	Pearson Correlation	.814**	.682**	.688**	.527**	.509**	.741**	1
	Sig. (2-tailed)	0	0	0	0	0	0	
	N	298	298	298	298	298	298	298

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

Where,

Y = Strategic Change Implementation

X_1 = Stakeholder Involvement

X_2 = Leadership Commitment

X_3 = Change Communication

X_4 = Employee Participation

X_5 = Change Coercion

Z = Organization Culture

4.7.2 Regression Analysis

Regression analysis was carried out to establish with statistical significance the influence of the independent variable which are stakeholder involvement, leadership commitment, change communication, employee participation, change coercion and the moderating variable organization culture, on the dependent variable i.e. strategic change implementation. Regression analysis is a statistical process of estimating the relationship between variables (Graham, 2009). As a statistical tool, regression analysis helps in investigating the relationship between variables, as well as for prediction purpose.

4.7.2.1 Regression analysis for construct Stakeholder Involvement

From table 4.27(b), the regression model for X_1 and Y was significant ($F(1, 296) = 139.583$, p-value < 0.001), implying that Stakeholder Involvement is a valid predictor in the model. Table 4.27(a) shows the regression model on stakeholder involvement versus strategic change implementation. As indicated in the table 4.27(a) the coefficient of determination R^2 (R square) is 0.320 and R is 0.566. The statistic R which is 0.566 is the correlation coefficient which implies a moderate positive relationship between stakeholder involvement and Strategic Change Implementation. The other 68% of the variation in Strategic Change Implementation is explained by other factors not included in the model.

Table 4.27: Regression results on relationship between stakeholder involvement and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.566[a]	.320	.318	.47422	.320	139.583	1	296	.000

a. Predictors: (Constant), X_1

(b) ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.390	1	31.390	139.583	.000[b]
	Residual	66.567	296	.225		
	Total	97.957	297			

a. Dependent Variable: Y

b. Predictors: (Constant), X_1

(c) Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.027		129.597	.000		
	X_1	.370	.031	.566	11.815	.000	1.000	1.000

a. Dependent Variable: Y

X_1 = Stakeholder Involvement; Y = Strategic Change Implementation

The study hypothesised **H_{01}**: Stakeholder involvement has no significant influence on the strategic change implementation in state corporations in Kenya. Table 4.27(b) indicates the results of Analysis of Variance (ANOVA) on stakeholder involvement versus strategic change implementation. From the processed data, the ANOVA results indicate that the p-value of the F statistic is less than .001 (p-value<.001) which is less than 0.05, an indication that the model was statistically significant, thereby implying that the data is extremely ideal for making a conclusion. This shows that the estimator in the one parameter regression analysis is significantly not equal to zero. This therefore implies that the predictor variable stakeholder involvement significantly influences strategic change implementation in Kenyan State Corporations.

The regression results were fitted in Model $\mathbf{Y= \beta_0+\beta_1X_1+ e}$

Table 4.27(c) presents beta coefficients of stakeholder involvement versus Strategic Change Implementation (β_1 =0.370, t =11.815, p<0.001). Therefore, the Model equation is;

$Y = 3.560 + 0.37X_1$

Where,

Y = Strategic Change Implementation,

X_1= Stakeholder Involvement.

This implied that for every one (1) unit increase in Stakeholder Involvement, there is a 0.37 increase in Strategic Change Implementation.

Discussion of the findings on relationship between stakeholder involvement and strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of Stakeholder Involvement are 129.597 and 11.815 respectively, both with p values<0.001. Since the p values of the T statistics are both less than 0.05, it implies that the constant 3.560 and coefficient of X_1, 0.37 are both significant at 95% confidence. This further confirms that stakeholder involvement significantly influences strategic change implementation positively. If a p-value (Sig) is greater than 0.05, the alternative hypotheses is rejected and if a p-value (Sig) is less than 0.05 alternative hypothesis should be accepted (Yin, 2009).

This hence implies that stakeholder involvement has a positive influence on strategic change implementation and hence the study rejected the null hypothesis **H_{01}**: that stakeholder involvement has no significant influence on the Strategic Change Implementation in state corporations in Kenya. These findings collaborated with findings by Von-Meding, McAllister, Oyedele, & Kelly (2013) who researched on a framework for stakeholder management and corporate culture and concluded that stakeholder management was a key area of an organisation’s success and in extreme cases stakeholders are able to interrupt as well as terminate projects.

Similarly, Nguyen, Skitmore & Wong (as cited in Von-Meding, McAllister, Oyedele, & Kelly, 2013) found out that stakeholders had the ability to cause problems, in their study on Stakeholder impact analysis of infrastructure project management in developing countries, a study of perception of project managers in state-owned engineering firms in Vietnam.

4.7.2.2 Regression analysis for construct Leadership Commitment

From table 4.28(b), the regression model for X_2 and Y was significant ($F(1, 296) = 159.594$, p-value < 0.001), implying that Leadership Commitment is a valid predictor in the model. Table 4.28(a) shows the regression model on leadership commitment versus strategic change implementation. As indicated in the table 4.28(a) the coefficient of determination R square is 0.350 and R is 0.592. The statistic R which is 0.592 is the correlation coefficient which implies a moderate positive relationship between leadership commitment and strategic change implementation. The coefficient of determination R square implies that 35% of the variation on the strategic change implementation in state corporations in Kenya is explained by the variation of leadership commitment alone. The other 65% of the variation in Strategic Change Implementation is explained by other factors not included in the model. The results indicate that the level of commitment by states corporations' leaders during times of change influences the level of success in the implementation of strategic change.

Table 4.28: Regression results on relationship between leadership commitment and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.592[a]	.350	.348	.46369	.350	159.594	1	296	.000

a. Predictors: (Constant), X_2

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.314	1	34.314	159.594	.000[b]
	Residual	63.643	296	.215		
	Total	97.957	297			

a. Dependent Variable: Y

b. Predictors: (Constant), X_2

(c) **Coefficients**[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.027		132.540	.000		
	X_2	.510	.040	.592	12.633	.000	1.000	1.000

a. Dependent Variable: Y

X_2 = Leadership Commitment; Y = Strategic Change Implementation

The study hypothesised $\mathbf{H_{02}}$: Leadership commitment has no significant influence on the strategic change implementation in state corporations in Kenya. Table 4.28(b) indicates the results of Analysis of Variance (ANOVA) on leadership commitment versus Strategic Change Implementation. From the table 4.28(b), the ANOVA results indicate that the p-value of the F statistic was less than 0.001 (p-value<.001), which is less than 0.05, an indication that the model was statistically significant. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This therefore implies that the predictor variable leadership commitment significantly influences strategic change implementation in Kenyan state corporations. The regression results were fitted in Model $\mathbf{Y = \beta_0 + \beta_2 X_2 + e}$

Table 4.28(c) presents beta coefficients of leadership commitment versus strategic change implementation ($\beta_2 = 0.51$, $t = 12.633$, $p < 0.001$).

Therefore, the Model equation is; $\mathbf{Y = 3.560 + 0.51X_2}$

Where,

Y = Strategic Change Implementation

X_2 = Leadership Commitment

This implied that for every one (1) unit increase in leadership commitment, there is a 0.51 increase in strategic change implementation.

Discussion of the findings on relationship between leadership commitment and strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of leadership commitment are 132.54 and 12.633 respectively, both with p values<0.001. Since the p values of the T statistics are both less than 0.05, it implies that the constant 3.56 and coefficient of X_2, 0.51 are both significant at 95% confidence. This further confirms that leadership commitment significantly influences strategic change implementation positively. This therefore implies that leadership commitment has a positive influence on Strategic Change Implementation and henceforth the study rejected the null hypothesis, $\mathbf{H_{02}}$: that Leadership commitment has no significant influence on the strategic change implementation in state corporations in Kenya. These finding support that of Burke and Yukl (as cited in Rainey & Fernandez, 2012) who studied on managing successful organizational change in the public sector and found out that top management backing and commitment to change programs played a vital role in the Strategic Change Implementation

4.7.2.3 Regression analysis for construct Change Communication

From table 4.29, the regression model for X_3 and Y was significant ($F(1,296) = 94.528$, p-value < 0.001), implying that change communication is a valid predictor in the model. Table 4.29(a) shows the regression model on change communication versus strategic change implementation. As indicated in the table 4.29(a) the coefficient of determination R square is 0.242 and R is 0.492. The statistic R which is 0.492 is the correlation coefficient which implies that there is a moderate positive relationship between change communication and strategic change implementation. The coefficient of determination R square implies that 24.2% of the variation on the strategic change implementation in state corporations in Kenya is explained by the variation of change communication alone. The other 75.8% of the variation in strategic change implementation is explained by other factors not included in the model. The results show that change communication has influence on the strategic change implementation in state corporations in Kenya.

Table 4.29: Regression results on relationship between change communication and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.492[a]	.242	.239	.50083	.242	94.528	1	296	.000

a. Predictors: (Constant), X_3

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.711	1	23.711	94.528	.000[b]
	Residual	74.246	296	.251		
	Total	97.957	297			

a. Dependent Variable: Y

b. Predictors: (Constant), X_3

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.029		122.712	.000		
	X_3	.385	.040	.492	9.723	.000	1.000	1.000

a. Dependent Variable: Y

X_3 = Change Communication; Y = Strategic Change Implementation

The study hypothesised **H_{03}**: Change communication has no significant influence on the strategic change implementation in state corporations in Kenya. Table 4.29(b) indicates the results of Analysis of Variance (ANOVA) on change communication against strategic change implementation. From the processed data, the ANOVA results indicate that the p-value of the F statistic is less than 0.001 (p-value<.001) which is less than 0.05, an indication that the model was statistically significant, thereby implying that the data is exceptionally ideal for making good conclusion. This shows that the estimator in the one parameter regression analysis is statistically significant hence not equal to zero.

This therefore implies that the predictor variable change communication significantly influences strategic change implementation in Kenyan state corporations. The regression results were fitted in Model $\mathbf{Y = \beta_0 + \beta_3 X_3 + e}$

Table 4.29(c) presents beta coefficients of change communication versus strategic change implementation ($\beta_3 = 0.385$, $t = 9.723$, $p<0.001$). Therefore, the Model equation is;

$\mathbf{Y = 3.560 + 0.385X_3}$

Where,

Y = Strategic Change Implementation

X_3 = Change Communication

This implied that for every one (1) unit increase in change communication, there is a 0.385 increase in strategic change implementation.

Discussion of the findings on relationship between change communication and strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of change communication are 122.712 and 9.723 respectively, both with p values<0.001. Since the p values of the T statistics are both less than 0.05, it implies that the constant 3. 56 and coefficient of X_3, 0.385 are both significant at 95% confidence. This further confirms that change communication significantly influences strategic change implementation positively. Yin (2009) alluded that if a p-value (Sig) is greater than 0.05, the alternative hypotheses is rejected and if a p-value (Sig) is less than 0.05 alternative hypothesis should be accepted.

This therefore implies that change communication has a positive influence on strategic change implementation and hence the study rejected the null hypothesis $\mathbf{H_{03}}$**:** that Change communication has no significant influence on the strategic change implementation in state corporations in Kenya. The research outcomes are in concurrence with findings by Simoes & Esposito (2014) who researched on how communication nature influences resistance to change and concluded that proper and timely communication during change times reduces possibility of resistance to change.

Similarly, the study results were congruent with Elving (2005) in his study on the role of communication in organisational change, who concluded that change communication had a positive consequence on readiness for strategic change. Correspondingly, the resesrch findings agreed with Wambua (2017) who carried out a research to establish “factors affecting change management in state corporations in Kenya and concluded that change communication significantly affected change implementation.

4.7.2.4 Regression analysis for construct Employee Participation

From table 4.30, the regression model for X_4 and Y was significant ($F(1,296) = 103.899$, p-value < 0.001), implying that Employee Participation is a valid predictor in the model. Table 4.30(a) shows the regression model on employee participation against strategic change implementation.

As indicated in the table 4.30(a) the coefficient of determination R square is 0.260 and R is 0.510. The statistic R which is 0.510 is the correlation coefficient which implies a moderate positive relationship between employee participation and Strategic Change Implementation. The coefficient of determination R square implied that 26% of the variation on the strategic change implementation in state corporations in Kenya is explained by the variation of employee participation alone. The other 74% of the variation in strategic change implementation is explained by other factors not included in the model. The results show that the participation of employees in change issues is helpful in achieving success in the implementation of strategic change in state corporations in Kenya.

Table 4.30: Regression results on relationship between employee participation and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.510[a]	.260	.257	.49493	.260	103.899	1	296	.000

a. Predictors: (Constant), X_4

(b) ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.450	1	25.450	103.899	.000[b]
	Residual	72.507	296	.245		
	Total	97.957	297			

a. Dependent Variable: Y

b. Predictors: (Constant), X_4

(c) Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.029		124.175	.000		
	X_4	.344	.034	.510	10.193	.000	1.000	1.000

a. Dependent Variable: Y

X_4 = Employee Participation; Y = Strategic Change Implementation

The study hypothesised **H_{04}**: Employee Participation has no significant influence on the strategic change implementation in state corporations in Kenya. Table 4.30(b) shows the results of Analysis of Variance (ANOVA) on employee participation versus strategic change implementation. From the analysed data, the ANOVA results indicate that the p-value of the F statistic was less than 0.001 ($p\text{-value}<.001$), which is less than 0.05, an indication that the model was statistically significant, hence implying that the data was ideal for making a conclusion. This indicated that the estimator in the one parameter regression analysis is significantly not equal to zero.

This therefore implied that the predictor variable Employee Participation significantly influence strategic change implementation in state corporations in Kenya.

The regression results were fitted in Model $\mathbf{Y = \beta_0 + \beta_4 X_4 + e}$

Table 4.30(c) presents beta coefficients of Employee Participation versus Strategic Change Implementation ($\beta_4 = 0.344$, $t = 10.193$, $p<0.001$). Therefore, the Model equation is;

$\mathbf{Y = 3.56 + 0.344X_4}$.

Where,

Y = Strategic Change Implementation

X_4 = Employee Participation

This implied that for every one (1) unit increase in Employee Participation, there is a 0.344 increase in Strategic Change Implementation.

Discussion of the findings on relationship between employee participation and strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of Employee Participation are 124.175 and 10.193 respectively, both with p values less than 0.001 (p-value<.001). Since the p-values of the T statistics are both less than 0.05, it implied that the constant 3.56 and coefficient of X_4, 0.344 are both significant at 95% confidence. This further confirmed that employee participation significantly influences Strategic Change Implementation positively. This therefore implied that employee participation had a positive influence on strategic change implementation and hence the study rejected the null hypothesis, $\mathbf{H_{04}}$: that Employee participation has no significant influence on the strategic change implementation in state corporations in Kenya.

The research findings concurred with verdicts by Sofijanova and Zabijakin-Chatleska (2013) who sought to study employee involvement and organizational performance in the manufacturing sector in Republic of Macedonia and concluded that employee participation significantly influenced performance positively. Nerdinger (2011) findings in his study on employee participation and organizational culture, also agreed with the research outcomes that employee participation significantly influenced performance.

4.7.2.5 Regression analysis for construct Change Coercion

From table 4.31, the regression model for X_5 and Y was significant ($F(1, 296) = 462.068$, p-value < 0.001), implying that change coercion is a valid predictor in the model. Table 4.31(a) shows the regression model on change coercion versus strategic change implementation. As indicated in the table 4.31(a) the coefficient of determination R square is 0.610 and R is 0.781.

The statistic R which is 0.781 is the correlation coefficient which implied a strong positive relationship between change coercion and strategic change implementation. The coefficient of determination R square implied that 61% of the variation on the strategic change implementation in state corporations in Kenya was explained by the variation of change coercion alone. The other 39% of the variation in strategic change implementation is explained by other factors not included in the model. The results show that change coercion during change times is helpful in achieving success in the implementation of strategic change in state corporations in Kenya.

Table 4.31: Regression results on relationship between change coercion and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781[a]	.610	.608	.35947	.610	462.068	1	296	.000

a. Predictors: (Constant), X_5

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.708	1	59.708	462.068	.000[b]
	Residual	38.249	296	.129		
	Total	97.957	297			

a. Dependent Variable: Y

b. Predictors: (Constant), X_5

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.021		170.969	.000		
	X_5	.632	.029	.781	21.496	.000	1.000	1.000

a. Dependent Variable: Y

X_5= Change Coercion; Y= Strategic Change Implementation

The study hypothesised **H_{05}**: Change coercion has no significant influence on the strategic change implementation in state corporations in Kenya. From the results of Analysis of Variance (ANOVA) statistics in table 4.31(b), the processed data, which is the population parameters had a p-value less than 0.001 (p-value<.001) which showed that the data was extremely ideal for making a conclusion on the population's parameter, since the p-value is less than 0.05. This was therefore an indication that change coercion significantly influenced the Strategic Change Implementation in state corporations in Kenya. The significance value was less than 0.05, an indication that the model was statistically significant.

The regression results were fitted in Model $\mathbf{Y = \beta_0 + \beta_5 X_5 + e}$

Table 4.31(c) presents beta coefficients of change coercion versus strategic change implementation ($\beta_5 = 0.632$, $t = 21.496$, $p<0.001$). Therefore, the Model equation is;

$\mathbf{Y = 3.56 + 0.632X_5}$.

Where,

Y = Strategic Change Implementation

X_5 = Change Coercion

This implied that for every one (1) unit increase in change coercion, there is a 0.344 increase in strategic change implementation.

Discussion of the findings on relationship between change coercion and strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of change coercion are 170.969 and 21.496 respectively, both with p-values less than 0.001 (p-value<.001). Since the p values of the T statistics are both less than 0.05, it implied that the constant 3.56 and coefficient of X_5, 0.632 are both significant at 95% confidence. This further confirms that change coercion significantly influences Strategic Change Implementation positively. This therefore implied that change coercion had a positive influence on Strategic Change Implementation and hence the study rejected the null hypothesis, **H_{05}**: That Change Coercion has no significant influence on the Strategic Change Implementation in State Corporations in Kenya.

The findings were in congruent with Agboola & Salawu (2011) in their study on managing deviant behavior and resistance to change, who concluded that change coercion was a perfect method for managing resistance to change at times of strategic change implementation.

4.7.2.6 Regression analysis for construct relationship between joint determinants of strategic change and the strategic change implementation in state corporations in Kenya

Table 4.32(a) shows the regression model of the relationship between joint determinants of strategic change and strategic change implementation. As indicated in the table 4.32(a) the coefficient of determination R square (R^2) is 0.712 and R is 0.844. The statistic R which is 0.844 is the correlation coefficient, which implied a strong positive relationship between the joint relationship of determinants of strategic change and the strategic change implementation. The coefficient of determination R square (R^2) implied that 71.2% of the variation on the strategic change implementation in state corporations in Kenya was explained by the variation of the joint determinants of strategic change in absence of organizational culture.

The other 28.8% of the variation in strategic change implementation is explained by other factors not included in the model. The results show that joint determinants of strategic change influenced the Strategic Change Implementation in state corporations in Kenya.

Table 4.32: Regression results on the relationship between joint determinants of strategic change and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.844[a]	.712	.707	.31105	.712	144.097	5	292	.000

a. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.706	5	13.941	144.097	.000[b]
	Residual	28.251	292	.097		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.018		197.586	.000		
	X_1	.054	.032	.083	1.704	.089	.419	2.389
	X_2	.142	.038	.165	3.747	.000	.508	1.969
	X_3	.161	.053	.206	3.048	.003	.216	4.621
	X_4	-.042	.042	-.063	-1.008	.314	.253	3.945
	X_5	.516	.030	.638	16.969	.000	.700	1.429

a. Dependent Variable: Strategic Change Implementation in state corporations

X_1 = Stakeholder Involvement, X_2 = Leadership Commitment, X_3 = Change Communication, X_4 = Employee participation, X_5 = Change Coercion

The study hypothesised **H_{06}**: Joint strategic change determinants have no significant influence on the strategic change implementation in state corporations in Kenya.

Table 4.32(b) indicates the results of Analysis of Variance (ANOVA) on joint determinants of strategic change versus strategic change implementation. From the processed data, the ANOVA results indicate that the p-value of the F statistic is less than 0.001 (p-value<.001), an indication that the model was statistically significant, thereby implying that the data was extremely ideal for making a conclusion. This shows that the estimator in the one joint parameter regression analysis is significantly not equal to zero. This therefore implied that the joint determinants of strategic change significantly influenced strategic change implementation in Kenyan state corporations. The regression results were fitted in Model $\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e}$.

Table 4.32(c) presents beta coefficients of joint determinants of strategic change versus strategic change implementation ($\beta_1 = 0.054$, $\beta_2 = 0.142$, $\beta_3 = 0.161$, $\beta_4 = -0.042$, $\beta_5 = 0.516$; t-values of 1.704, 3.747, 3.048, -1.008, 16.969 and p-values of 0.089, <.001, 0.003, 0.314 and <.001 respectively).

Therefore, the Model equation is;

$$Y = 3.56 + 0.054X_1 + 0.142X_2 + 0.161X_3 - 0.042X_4 + 0.516X_5$$

Where,

Y = Strategic Change Implementation

X_1 = Stakeholder Involvement

X_2 = Leadership Commitment

X_3 = Change Communication

X_4 = Employee Participation

X_5 = Change Coercion

Discussion of the findings on the relationship between joint determinants of strategic change and the strategic change implementation in state corporations in Kenya

The T statistics for the constant and coefficient of the five variables (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion) are 197.586 and 1.704, 3.747, 3.048, -1.008, 16.969 respectively, both with p values of <0.001, 0.089,<0.001, 0.003, 0.314 and <0.001. Since the overall model is statistically significant, this implied that joint determinants of strategic change significantly influenced strategic change implementation. The results further confirmed that the joint determinants of strategic change had a positive influence on strategic change implementation and hence the study rejected the null hypothesis, **H_{06}**: that joint determinants of strategic change had no significant influence on the strategic change implementation in state corporations in Kenya.

4.8 Test of Moderating Variable

The study hypothesis was;

H_{07}: Organizational culture has no significant moderating influence on the relationship between strategic change determinants and strategic change implementation in state corporations in Kenya.

4.8.1 The moderating effect of organizational culture on the relationship between stakeholder involvement and strategic change implementation in state corporations in Kenya

To test the moderation effect of Organizational Culture on the relationship between Stakeholder Involvement and the Strategic Change Implementation in State Corporations in Kenya, the study built-in the following three models;

Models:

Model 1: $Y = \beta_0 + \beta_1 X_1 + e$

Model 2: $Y = \beta_0 + \beta_1 X_1 + \beta_Z Z + e$

Model 3: $Y = \beta_0 + \beta_1 X_1 + \beta_Z Z + \beta_{1Z} X_1 Z + e$

To examine whether the interaction term between stakeholder involvement and organizational culture (X_1Z) towards the strategic change implementation in state corporations in kenya had any significance in the model, graphical representation of strategic change implementation against stakeholder involvement and in presence of organizational culture was adopted. From figure 4.14 below, the below average and average and above lines were almost parallel, an indication that there was a possibility of some moderation.

A further test was necessary to confirm the same, which was done by regression analysis as shown table 4.33 below.

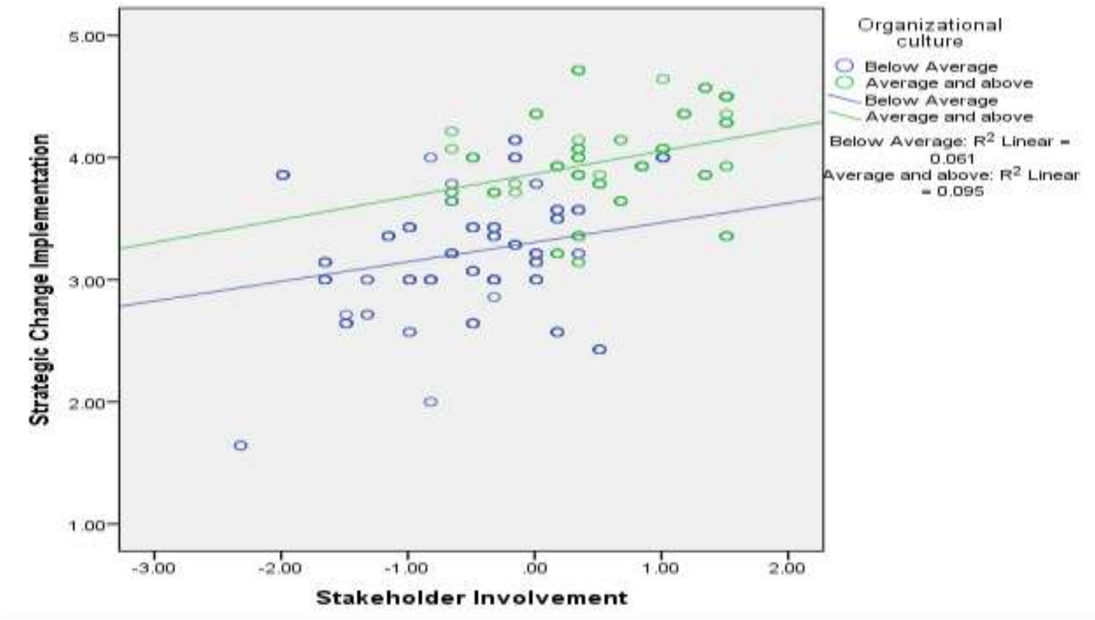

Figure 4.14: Moderating effect of interaction term X_1*Z

Upon regressing the variables and as shown in Table 4.33(b), it was evident that all the three models were significant. This is because the p-value < 0.001 in all the three cases. The Coefficient of Determination (R^2) for the first model was .320, from Table 4.33(a) meaning that stakeholder involvement, on its own, contributes 32% to the Strategic Change Implementation in state corporations in Kenya. Nevertheless, when organizational culture was introduced, the relationship between stakeholder involvement and the strategic change implementation in state corporations in Kenya changed significantly.

Table 4.33(a) indicates that the R^2 before the introduction of organizational culture was .320 (32%), which changed significantly to .663 (66.3%) upon introduction of organization culture, implying a 0.343 increase. This meant that stakeholder involvement together with organization culture can explain up to 66.3% of the strategic change implementation in state corporations in Kenya. Upon adding the interaction term X_1*Z, there was a very marginal improvement of the model to R^2 of .664, an increase of .001. Nevertheless, the resultant model was insignificant (p-value = .447), an indication that the interaction term (X_1*Z) was insignificant in the model.

The results implied that organizational culture as a predictor adds some value to the model but does not moderate the relationship between stakeholder involvement (X_1) and the strategic change implementation in state corporations in Kenya (Y). Therefore, based in the study findings, the study hypothesis: **H_{07a}**: Organizational culture has no significant moderating influence on stakeholder involvement towards strategic change implementation in state corporations in Kenya, was not rejected.

The equations of the models are as follows:

Model 1: $Y = 3.56 + 0.37X_1$

Model 2: $Y = 3.56 + 0.013X_1 + 0.795Z$

Model 3: $Y = 3.551 + 0.012X_1 + 0.797Z + 0.026X_1Z$

Regression results are shown in table 4.33

Table 4.33: Moderating effect of organizational culture on the relationship between stakeholder involvement and the strategic change implementation in state corporations in Kenya

a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.566[a]	.320	.318	.47422	.320	139.583	1	296	.000
2	.814[b]	.663	.661	.33453	.343	299.830	1	295	.000
3	.815[c]	.664	.660	.33481	.001	.508	1	294	.477

a. Predictors: (Constant), X_1

b. Predictors: (Constant), X_1,Z

c. Predictors: (Constant), X_1,Z, X_1Z

b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.390	1	31.390	139.583	.000[b]
	Residual	66.567	296	.225		
	Total	97.957	297			
2	Regression	64.944	2	32.472	290.165	.000[c]
	Residual	33.013	295	.112		
	Total	97.957	297			
3	Regression	65.001	3	21.667	193.290	.000[d]
	Residual	32.956	294	.112		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in State Corporations

b. Predictors: (Constant), X_1

c. Predictors: (Constant), X_1,Z

d. Predictors: (Constant), X_1,Z, X_1Z

c) **Coefficients**[a]									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.027		129.597	.000		
	X_1	.370	.031	.566	11.815	.000	1.000	1.000
2	(Constant)	3.560	.019		183.715	.000		
	X_1	.013	.030	.020	.437	.663	.535	1.870
	Z	.795	.046	.800	17.316	.000	.535	1.870
3	(Constant)	3.551	.023		154.110	.000		
	X_1	.012	.030	.018	.382	.702	.532	1.880
	Z	.797	.046	.803	17.303	.000	.531	1.882
	X_1Z	.026	.036	.024	.713	.477	.993	1.007

a. Dependent Variable: Strategic Change Implementation in state corporations

X_1= Stakeholder Involvement, Z= Organizational Culture, X_1Z= Interaction term

Discussion on the moderating effect of organizational culture on the relationship between stakeholder involvement and strategic change implementation in state corporations in Kenya

From Table 4.33(c), model 1 shows stakeholder involvement beta of 0.370 (β =0.370, t = 11.815, p-value<0.001) implying it was statistically significant, inferring that stakeholder involvement alone contributed 0.370 to the strategic change implementation in state corporations in Kenya. Likewise, in model 2 when organizational culture was introduced and combined with stakeholder involvement, the beta significantly decreased from (β =0.370, t = 11.815, p-value<0.001) to (β =0.013, t = 0.437, p-value = 0.663) which is statistically insignificant. The beta for organizational culture was 0.795 (β =0.795, t = 17.316, p-value<0.001) hence statistically significant.

When the interaction term (X_1*Z) was introduced, stakeholder involvement presented insignificant effect to Strategic Change Implementation, which was a further drop, with beta of 0.012 (β =0.012, t =0.382, p-value=0.702). The organizational culture contribution was enhanced by 0.001 revealing positive and significant results (β =0.797, t = 17.303, p-value<0.001). The interaction term (X_1*Z) beta was .026 (β =0.026, t =0.713, p-value = 0.477) implying statistically insignificant.

From the results, it is clear that in presence of organizational culture, the contribution of stakeholder involvement towards Strategic Change Implementation is insignificant. The results also supported the earlier views that organizational culture does not moderate the relationship between Stakeholder Involvement and Strategic Change Implementation in State Corporations in Kenya.

The research findings were in accord with Jungnitsch, Stoffers, and Neessen, (2016) findings in their examination of organizational culture and change implementation from an internal and external stakeholders' perspective, that organizational culture did not moderate the relationship between stakeholder and change implementation success. However, Boesso & Kumar (2016) argued to the converse of the research outcomes, in their empirical study on examination of the association between culture, stakeholder salience and stakeholder engagement activities.

4.8.2 The moderating effect of organizational culture on the relationship between leadership commitment and strategic change implementation in state corporations in Kenya

To test the moderation effect of organizational culture on the relationship between leadership commitment and strategic change implementation in state corporations in Kenya, the researcher built-in the following three models;

Model 1: $\mathbf{Y = \beta_0 + \beta_2 X_2 + e}$

Model 2: $\mathbf{Y = \beta_0 + \beta_2 X_2 + \beta_Z Z + e}$

Model 3: $\mathbf{Y = \beta_0 + \beta_2 X_2 + \beta_Z Z + \beta_{2Z} X_2 Z + e}$

To confirm the significance or otherwise of the interaction effect between leadership commitment and organizational culture (X_2*Z) towards strategic change implementation, a graphical depiction of strategic change implementation against leadership commitment and in presence of organizational culture. From figure 4.15, the results indicated an almost two parallel lines of below average, and above average line. This was an indication that there could be some moderation in the model. To determine whether or otherwise there was any moderation, regression analysis was conducted as shown in table 4.34 below.

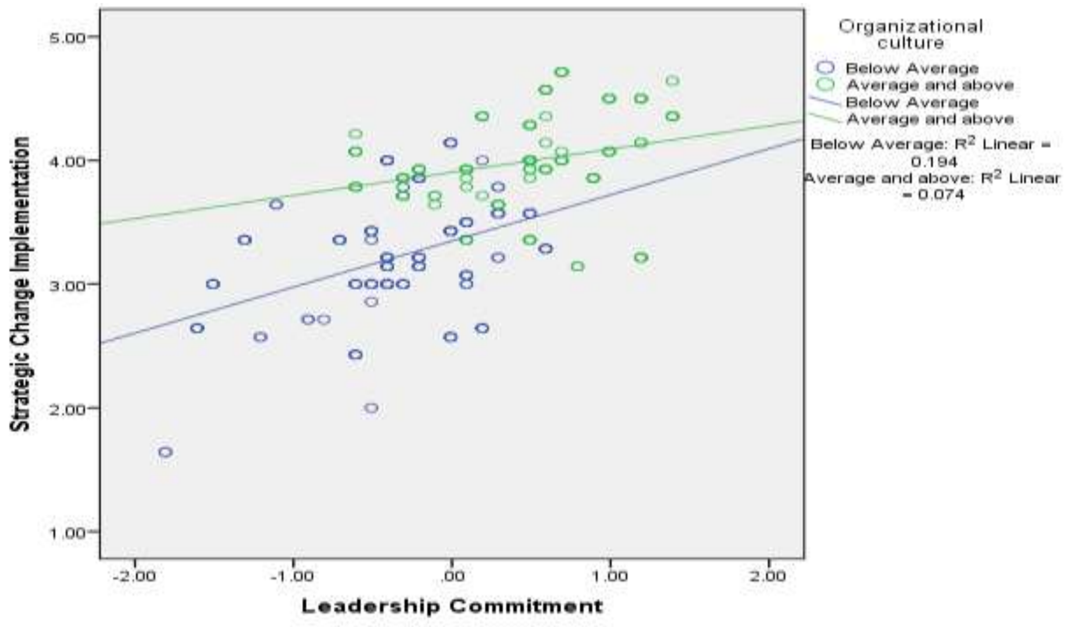

Figure 4.15: Moderating effect of interaction term X_2*Z

From the table 4.34(b), it is evident that all the three models were significant. This is because the p-value < 0.001 in all the three cases. The Coefficient of Determination (R^2) for the first model was .350 as shown in Table 4.34(a) meaning that leadership commitment on its own, contributes 35% to strategic change implementation in state corporations in Kenya. Nonetheless, when organizational culture was introduced, the relationship between leadership commitment and strategic change implementation in state corporations in Kenya changed significantly. Table 4.33(a) indicates that the R^2 before the introduction of organizational culture was .350 (35%), which changed considerably to .665 (66.5%) upon introduction of organization culture, implying a .315 increase. This means that leadership commitment together with organization culture can explain up to 66.5% of strategic change implementation in state corporations in Kenya. Upon adding the interaction term X_2*Z, there was no change to the model as R^2 remained .665.

All the same, the resultant model was insignificant (p value=.791), confirming that the interaction term (X_2*Z) was insignificant in the model. The regression analysis results showed that organizational culture had some predictive value but did not moderate the relationship between leadership commitment and Strategic Change Implementation in state corporations in Kenya. Therefore, based in the study findings, the study hypothesis: **H_{07b}**: Organizational culture has no significant moderating influence on leadership commitment towards strategic change implementation in state corporations in Kenya, was not rejected.

The equations of the models are as follows:

Model 1: $Y = 3.56 + 0.51X_2$

Model 2: $Y = 3.56 + 0.052X_2 + 0.767Z$

Model 3: $Y = 3.563 + 0.051X_2 + 0.76Z - 0.012_Z X_2 Z$

Regression results are shown in Table 4.34

Table 4.34: Moderating effect of organizational culture on the relationship between leadership commitment and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.592[a]	.350	.348	.46369	.350	159.594	1	296	.000
2	.815[b]	.665	.662	.33369	.314	276.571	1	295	.000
3	.815[c]	.665	.661	.33421	.000	.070	1	294	.791

a. Predictors: (Constant), X_2

b. Predictors: (Constant), X_2, Z

c. Predictors: (Constant), X_2, Z, X_2*Z

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.314	1	34.314	159.594	.000[b]
	Residual	63.643	296	.215		
	Total	97.957	297			
2	Regression	65.110	2	32.555	292.372	.000[c]
	Residual	32.847	295	.111		
	Total	97.957	297			
3	Regression	65.117	3	21.706	194.324	.000[d]
	Residual	32.840	294	.112		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_2

c. Predictors: (Constant), X_2, Z

d. Predictors: (Constant), X_2, Z, X_2*Z

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.027		132.540	.000		
	X_2	.510	.040	.592	12.633	.000	1.000	1.000
2	(Constant)	3.560	.019		184.178	.000		
	X_2	.052	.040	.060	1.296	.196	.527	1.899
	Z	.767	.046	.773	16.630	.000	.527	1.899
3	(Constant)	3.563	.023		157.897	.000		
	X_2	.051	.040	.060	1.280	.201	.525	1.903
	Z	.767	.046	.773	16.605	.000	.527	1.899
	X_2*Z	-.012	.044	-.009	-.265	.791	.996	1.004

a. Dependent Variable: Strategic Change Implementation in state corporations

X_2= Leadership Commitment, Z= Organizational Culture, X_2*Z = Interaction term

Discussion on the moderating effect of organizational culture on the relationship between leadership commitment and strategic change implementation in state corporations in Kenya

In Table 4.34(c), model 1 shows leadership commitment beta of .510 (β =.510, t = 12.633, p-value<0.001) implying it was statistically significant, indicating that leadership commitment alone contributed 0.510 towards Strategic Change Implementation in state corporations in Kenya. Similarly, in model 2 when organizational culture was introduced and combined with leadership commitment, the beta decreased from (β =.510, t = 12.633, p-value<0.001) to (β =.052, t = 1.296, p-value = 0.196) which is statistically insignificant. The beta for organizational culture was .767 (β =.767, t = 16.630, p-value<0.001) hence statistically significant. When the interaction term ($X_2 * Z$) was introduced, leadership commitment presented insignificant effect to strategic change implementation, which was a further drop, with beta of .051 (β =.051, t = 1.280, p-value=0.201).

The organizational culture contribution on the other hand remained unchanged with beta being .767 (β =.767, t =16.605, p-value<0.001 implying positive and significant results. The interaction term (X_2*Z) beta was -.012 (β =-.012, t =-.265, p-value=0.791) implying statistically insignificant. From the results, it is clear that in presence of organizational culture, the contribution of leadership commitment towards strategic change implementation is insignificant. The results also supported the earlier views that organizational culture does not moderate the relationship between leadership commitment and Strategic Change Implementation in state corporations in Kenya. However, Huey and Zaman (2011) found out that organizational culture had positive moderating effect, in their study on the moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance.

Similarly, Hamzah, Othman, Hashim, Rashid & Besir (2013) evaluated Moderating effects of Organizational Culture on the Link between Leadership Competencies and Job Role Performance and found out that each organizational culture dimension had moderating influence on the relationship between the leadership competencies, employees' job performance and thus successful change implementation.

4.8.3 The moderating effect of organizational culture on the relationship between change communication and strategic change implementation in state corporations in Kenya

Three models

Model 1: $\mathbf{Y = \beta_0 + \beta_3 X_3 + e}$

Model 2: $\mathbf{Y = \beta_0 + \beta_3 X_3 + \beta_Z Z + e}$

Model 3: $\mathbf{Y = \beta_0 + \beta_3 X_3 + \beta_Z Z + \beta_{3Z} X_3 Z + e}$

To check the significance or otherwise of the interaction effect of change communication and organizational culture (X_3*Z) towards strategic change implementation, a graphical representation of strategic change implementation against change communication and in presence of organizational culture, exhibited a nearly parallel lines of below average line and average and above line, as shown in fig. 4.16. This presented uncertainty that there could some moderation in the model. The results prompted for a further analysis (regression analysis) to confirm whether there was presence or otherwise of any moderation and hence analysis was conducted as shown in preceding subsection.

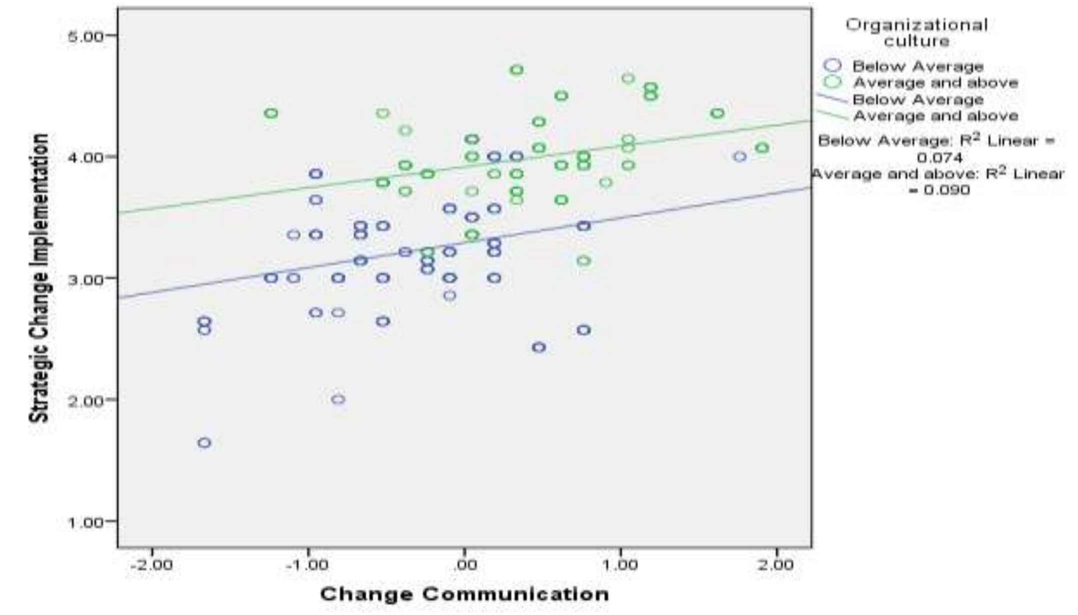

Figure 4.16: Moderating effect of interaction term X_3*Z

From the Table 4.35(b), it clearly shows that all the three models were significant. This is because the p-value < 0.001 in all the three cases. The Coefficient of Determination (R^2) for the first model was 0.242 as displayed in table 4.35(a) meaning that change communication on its own, contributes 24.2% to strategic change implementation in state corporations in Kenya. On the other hand, when organizational culture was introduced, the relationship between change communication and strategic change implementation in state corporations in Kenya increased significantly. Table 4.35(a) indicates that the R^2 before the introduction of organizational culture was .242 (24.2%), which changed considerably to .668 (66.8%) upon introduction of organization culture, implying a .426 increase. This means that change communication together with organization culture can explain up to 66.8% of strategic change implementation in state corporations in Kenya. Upon adding the interaction term (X_3*Z), there was a very small change of 0.001 to the model as R^2changed to 0.669.

However, the resultant model was insignificant (p-value =0.344) meaning that the interaction term (X_3*Z) was not significant in the model. This regression analysis results implied that Z (Organizational Culture) had some predictive value but did not moderate the relationship between change communication (X_3) and strategic change implementation in state corporations in Kenya (Y). Therefore, based in the study findings, the study hypothesis: **H_{07c}**: Organizational Culture has no significant moderating influence on Stakeholder Involvement towards Strategic Change Implementation in State Corporations in Kenya, was not rejected

The equations of the models are as follows:

Model 1: $Y = 3.56 + 0.385X_3$

Model 2: $Y = 3.56 + 0.068X_3 + 0.763Z$

Model 3: $Y = 3.552 + 0.064X_3 + 0.771Z – 0.038X_3Z$

Table 4.35: Moderating effect of organizational culture on the relationship between change communication and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.492[a]	.242	.239	.50083	.242	94.528	1	296	.000
2	.817[b]	.668	.666	.33194	.426	378.858	1	295	.000
3	.818[c]	.669	.666	.33199	.001	.900	1	294	.344

a. Predictors: (Constant), X_3

b. Predictors: (Constant), X_3, Z

c. Predictors: (Constant), X_3, Z, X_3*Z

(b) ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.711	1	23.711	94.528	.000[b]
	Residual	74.246	296	.251		
	Total	97.957	297			
2	Regression	65.454	2	32.727	297.027	.000[c]
	Residual	32.503	295	.110		
	Total	97.957	297			
3	Regression	65.553	3	21.851	198.251	.000[d]
	Residual	32.404	294	.110		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_3

c. Predictors: (Constant), X_3, Z

d. Predictors: (Constant), X_3, Z, X_3*Z

(c) Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.029		122.712	.000		
	X_3	.385	.040	.492	9.723	.000	1.000	1.000
2	(Constant)	3.560	.019		185.150	.000		
	X_3	.068	.031	.087	2.195	.029	.722	1.386
	Z	.763	.039	.768	19.464	.000	.722	1.386
3	(Constant)	3.552	.021		167.141	.000		
	X_3	.064	.031	.082	2.061	.040	.711	1.407
	Z	.771	.040	.776	19.235	.000	.691	1.448
	X_3*Z	.038	.041	.033	.949	.344	.957	1.045

a. Dependent Variable: Strategic Change Implementation in state corporations

X_3 = Change Communication, Z= Organizational Culture, X_3*Z = Interaction term

Discussion on the moderating effect of organizational culture on the relationship between change communication and strategic change implementation in state corporations in Kenya

Table 4.35(c) under model 1 shows change communication beta of .385 (β =.385, t = 9.723, p-value<0.001) implying that the model was statistically significant, meaning that change communication alone contributed 0.385 towards Strategic Change Implementation in state corporations in Kenya. Similarly, in model 2, when organizational culture was introduced and combined with change communication, the beta significantly decreased from (β =.385, t = 9.723, p-value<0.001) to (β =.068, t = 12.195, p-value = 0.029) which is also statistically significant. The beta for organizational culture was .763 (β =.763, t = 19.464, p-value<0.001) hence statistically significant. When the interaction term (X_3*Z) was introduced, change communication presented significant effect to Strategic Change Implementation, which was a further drop. The new beta value for change communication after organizational culture was introduced was .064 (β =.064, t = 2.061, p-value = 0.040), which was statistically significant.

The organizational culture contribution on the other hand increased, with beta being .771 (β =.771, t =19.235, p-value<0.001 implying a marginal positive and statistically significant results. The beta value for the interaction term (X_3*Z) was .038 (β =.038, t =-.949, p-value=0.344) implying statistically insignificant. From the results, it is crystal clear that in presence of organizational culture, the contribution of change communication towards strategic change implementation was significant and the interaction term between change communication and organizational culture was statistically insignificant. The results supported the earlier views that organizational culture does not moderate the relationship between change communication and strategic change implementation in state corporations in Kenya.

The findings agreed with those by Martin, (2013) in his study on organizational culture and organizational change, how shared values, rituals, and sagas can facilitate change in an academic library.

He found that organizational culture did not positively moderate the relationship between change communication and implementation of organizational change. Conversely, there was inconsistency with findings by Štok, (2015) who carried a study on Managing, communications, and organizational culture, and concluded that organizational culture positively moderated the relationship between change communication and implementation of change programs.

4.8.4 The moderating effect of organizational culture on the relationship between employee participation and strategic change implementation in state corporations in Kenya

Three models

Model 1: $Y = \beta_0 + \beta_4 X_4 + e$

Model 2: $Y = \beta_0 + \beta_4 X_4 + \beta_Z Z + e$

Model 3: $Y = \beta_0 + \beta_4 X_4 + \beta_Z Z + \beta_{4Z} X_4 Z + e$

To check whether there was any significance of the interaction effect between leadership commitment and organizational culture (X_4*Z) towards strategic change implementation, a graphical representation of strategic change implementation against leadership commitment and in presence of organizational culture, revealed an almost parallel lines of below average line and average and above line, as shown in fig. 4.17. These results created a suspicion that there could be some moderation in the model and hence the need to proceed to regression analysis to find out whether or not moderation existed.

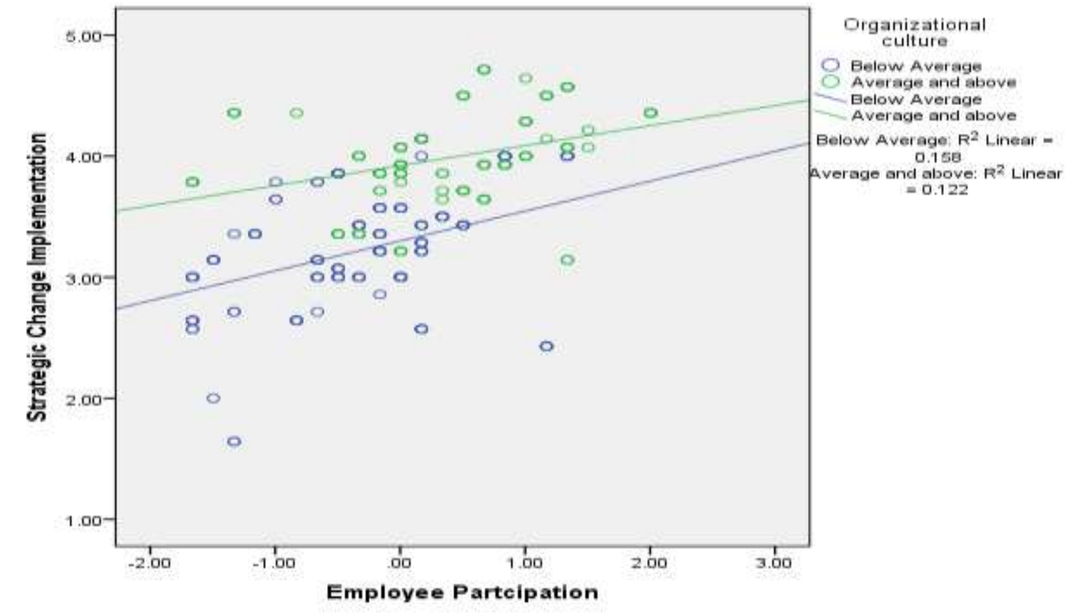

Figure 4.17: Moderating effect of interaction term X_4*Z

From the Table 4.36(b) below, it is clearly shown that all the three models were significant. This is because the p-value < 0.001 in all the three cases. The Coefficient of Determination (R^2) for the first model was .260 as displayed in Table 4.36(a) meaning that employee participation on its own, contributes 26% to strategic change implementation in state corporations in Kenya. On the other hand, when organizational culture was introduced, the relationship between employee participation and the strategic change implementation in state corporations in Kenya increased significantly. Table 4.36(a) indicates that the R^2 before the introduction of organizational culture was .260 (26%), which changed considerably to .675 (67.5%) upon introduction of organization culture, implying a 0.415 increase. This means that employee participation together with organization culture can explain up to 67.5% of strategic change implementation in state corporations in Kenya.

Upon adding the interaction term X_4*Z, there was a marginal change of .001 to the model as R^2 changed to 0.676, however, the resultant model was insignificant (p value=.270). This inferred that the interaction term (X_4*Z**)** was not significant in the model.

This implied that organizational culture (Z) had some predictive value but did not moderate the relationship between employee participation (X_4) and strategic change implementation in state corporations in Kenya (Y).

The equations of the models are as follows:

Model 1: $Y = 3.56 + 0.344X_4$

Model 2: $Y = 3.56 + 0.087X_4 + 0.743Z$

Model 3: $Y = 3.55 + 0.084X_4 + 0.753Z + 0.039X_4Z$

Regression results are shown in table 4.36

Table 4.36: Moderating effect of organizational culture on the relationship between employee participation and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.510[a]	.260	.257	.49493	.260	103.899	1	296	.000
2	.822[b]	.675	.673	.32847	.415	377.033	1	295	.000
3	.822[c]	.676	.673	.32834	.001	1.223	1	294	.270

a. Predictors: (Constant), X_4

b. Predictors: (Constant), X_4 ,Z

c. Predictors: (Constant), X_4 ,Z, X_4*Z

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.450	1	25.450	103.899	.000[b]
	Residual	72.507	296	.245		
	Total	97.957	297			
2	Regression	66.129	2	33.065	306.461	.000[c]
	Residual	31.828	295	.108		
	Total	97.957	297			
3	Regression	66.261	3	22.087	204.870	.000[d]
	Residual	31.696	294	.108		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_4

c. Predictors: (Constant), X_4 ,Z

d. Predictors: (Constant), X_4 ,Z, X_4*Z

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.029		124.175	.000		
	X_4	.344	.034	.510	10.193	.000	1.000	1.000
2	(Constant)	3.560	.019		187.104	.000		
	X_4	.087	.026	.129	3.344	.001	.741	1.349
	Z	.743	.038	.749	19.417	.000	.741	1.349
3	(Constant)	3.550	.021		169.386	.000		
	X_4	.084	.026	.124	3.203	.002	.732	1.366

Z	.753	.039	.758	19.188	.000	.705	1.419
X_4*Z	.039	.035	.038	1.106	.270	.951	1.051

a. Dependent Variable: Strategic Change Implementation in state corporations

X_4 = Employee Participation, Z = Organizational Culture, X_4*Z = Interaction term

Discussion on the moderating effect of organizational culture on the relationship between employee participation and strategic change implementation in state corporations in Kenya

In Table 4.36(c), Employee participation beta value in model 1 was .344 (β =.344, t = 10.193, p-value<0.001) hence statistically significant, implying that employee participation alone contributed 0.344 to strategic change implementation in state corporations in Kenya. On the other hand, in model 2 when organizational culture was introduced and combined with employee participation, the beta decreased from (β =.344, t = 10.193, p-value<0.001), to (β =.087, t = 3.344, p-value = 0.001) but still statistically significant. The beta for organizational culture was 0.743 (β =.743, t = 19.417, p-value<0.001) hence statistically significant. In Model 3 upon introduction of interaction term (X_4*Z), the employee participation beta dropped to .084 (β =.084, t = 3.203, p-value = 0.002), the organizational culture contribution was enhanced revealing positive as well as significant results (β =.753, t = 19.188, p-value<0.001). However, the interaction term (X_4*Z) revealed insignificant effects with beta of .039 (β =.039, t = 1.106, p-value= 0.27). This corroborated the earlier views that organizational culture does not moderate the relationship between employee participation and strategic change implementation in state corporations in Kenya.

The research verdicts were however inconsistent with Gelaidan (2012) findings in his study on the moderating effects of organizational culture on the relationship between leadership style and employee commitment to change of public sector in Yemen, showed that organizational culture positively moderated the relationship between leadership commitment to change and the implementation of strategic change. On the same breath, García-Cabrera & García-Barba (2014) findings that the moderating effect of organization-based self-esteem on the employee involvement-resistance relation was insignificant.

4.8.5 The moderating effect of organizational culture on the relationship between change coercion and strategic change implementation in state corporations in Kenya

Three models

Model 1: $Y = \beta_0 + \beta_5 X_5 + e$

Model 2: $Y = \beta_0 + \beta_5 X_5 + \beta_Z Z + e$

Model 3: $Y = \beta_0 + \beta_5 X_5 + \beta_Z Z + \beta_{5Z} X_5 Z + e$

The significance or otherwise of the interaction effect between change coercion and organizational culture (X_5*Z) towards strategic change implementation was tested by graphically representing strategic change implementation against change coercion and in presence of organizational culture. The results in fig 4.18 depicted an almost parallel lines outcome of the below average line and average and above line. This created suspicion that there could be some moderation effect of the interaction term and hence the need to undertake the regression analysis to confirm whether indeed there exists any moderation.

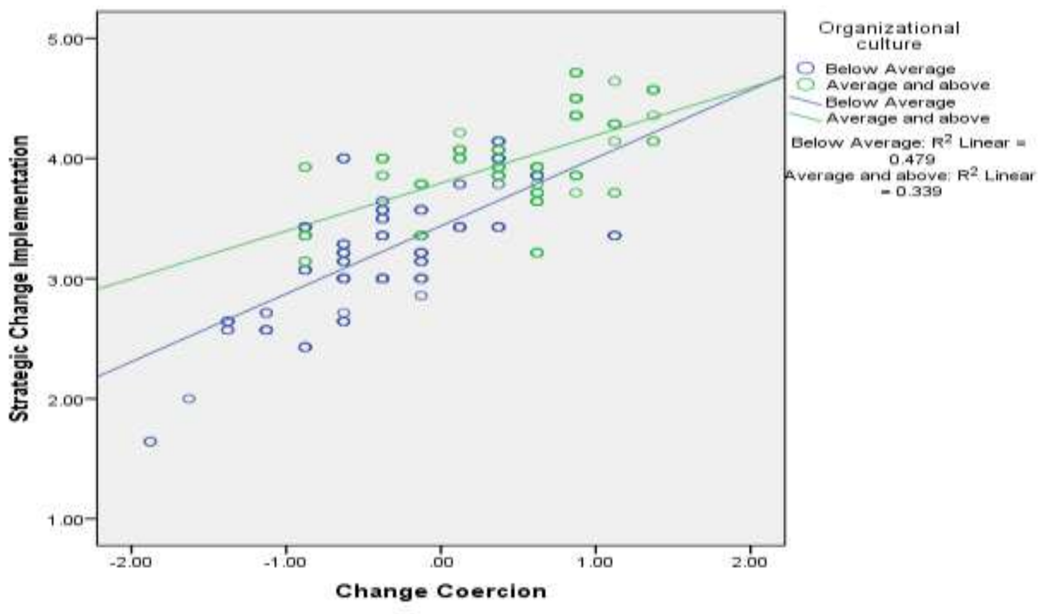

Figure 4.18: Moderating effect of interaction term X_5*Z

From the results in Table 4.37 (b), all the three models were significant. This is because the p-value < 0.001 in all the three cases.
The Coefficient of Determination (R^2) for the first model was 0.610 as shown in Table 4.37(a) implying that change coercion on its own, contributes 61% to strategic change implementation in state corporations in Kenya. On the other hand, when organizational culture was introduced, the relationship between change coercion and Strategic Change Implementation in state corporations in Kenya increased to 0.731. Table 4.37(a) indicates that the R^2 before the introduction of organizational culture was .610 (61%), which changed to 0.733 (73.3%) upon introduction of organization culture, which was a 0.123 increase.

This meant that change coercion together with organization culture could explain up to 73.3% of strategic change implementation in state corporations in Kenya. Upon adding the interaction term X_5*Z, the value for R^2 remained changed minimally by .001, i.e., from .733 to .734. Nevertheless, the resultant model was insignificant (p-value=.233) meaning that the interaction term (X_5*Z) was not significant in the model. The results implied that organizational culture (Z) had some predictive value but did not moderate the relationship between change coercion (X_5) and the strategic change implementation in state corporations in Kenya (Y).

The equations of the models are as follows:

Model 1: $Y = 3.56 + 0.632X_5$
Model 2: $Y = 3.56 + 0.319X_5 + 0.519Z$
Model 3: $Y = 3.575 + 0.323X_5 + 0.51Z – 0.048X_5Z$

Regression results are shown in Table 4.37

Table 4.37: Moderating effect of organizational culture on the relationship between change coercion and strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781[a]	.610	.608	.35947	.610	462.068	1	296	.000
2	.856[b]	.733	.731	.29801	.123	135.671	1	295	.000
3	.857[c]	.734	.731	.29780	.001	1.431	1	294	.233

a. Predictors: (Constant), X_5

b. Predictors: (Constant), X_5, Z

c. Predictors: (Constant), , X_5, Z, X_5*Z

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.708	1	59.708	462.068	.000[b]
	Residual	38.249	296	.129		
	Total	97.957	297			
2	Regression	71.757	2	35.879	403.982	.000[c]
	Residual	26.200	295	.089		
	Total	97.957	297			
3	Regression	71.884	3	23.961	270.192	.000[d]
	Residual	26.073	294	.089		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_5

c. Predictors: (Constant), X_5, Z

d. Predictors: (Constant), X_5, Z, X_5*Z

(c) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.021		170.969	.000		
	X_5	.632	.029	.781	21.496	.000	1.000	1.000
2	(Constant)	3.560	.017		206.226	.000		
	X_5	.319	.036	.393	8.773	.000	.451	2.219
	Z	.519	.045	.522	11.648	.000	.451	2.219
3	(Constant)	3.575	.021		168.944	.000		
	X_5	.323	.036	.399	8.855	.000	.446	2.242
	Z	.514	.045	.517	11.481	.000	.446	2.241
	X_5*Z	-.048	.040	-.036	-1.196	.233	.989	1.012

a. Dependent Variable: Strategic Change Implementation in state corporations

X_5 = Change Coercion, Z = Organizational Culture, X_5*Z = Interaction term

Discussion on the moderating effect of organizational culture on the relationship between change coercion and strategic change implementation in state corporations in Kenya

From Table 4.37 (c), model 1 shows change coercion beta of .632 (β =.632, t = 21.496, p-value<0.001) inferring it was statistically significant, meaning that change coercion alone contributed 0.632 to the Strategic Change Implementation in state corporations in Kenya. Likewise, in model 2, when organizational culture was introduced and combined with change coercion, the beta considerably decreased from (β =.632, t = 21.496, p-value<0.001) to (β =.319, t = 8.773, p-value = 0.001) which is statistically significant. The beta for organizational culture was .519 (β =.519, t = 11.648, p-value<0.001) hence also statistically significant. When the interaction term (X_5*Z) was introduced, change coercion presented a significant effect to Strategic Change Implementation, which was a slight increase from the value before the introduction of the interaction effect, with beta of .323 (β =.323, t = 8.855, p-value=0.001).

The organizational culture contribution decreased by 0.005 with significant results (β =.514, t = 11.481, p-value<0.001). The beta value for the interaction term (X_5*Z) was -.048 (β =-.048, t = -1.196, p-value=0.233) implying statistically insignificant results. From the outcome, it is evident that in presence of organizational culture, the contribution of change coercion towards Strategic Change Implementation was significant, and hence it positively influenced Strategic Change Implementation in state corporations in Kenya.

With the interaction term's contribution being insignificant, then it implied that the results also supported the earlier views that organizational culture does not moderate the relationship between change coercion and strategic change implementation in state corporations in Kenya. The outcomes are in agreement with research findings by Canato, Ravasi & Phillips (2013) in their study on coerced practice implementation in cases of low cultural fit, cultural change and practice adaptation during the implementation of Six Sigma at 3M, who found out that organizational culture had significant influence on change implementation.

4.8.6 The moderating effect of organizational culture on the relationship between joint determinants of strategic change and strategic change implementation in state corporations in Kenya

This section discussed the moderating effect of organizational culture on the joint relationship between determinants of strategic change (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion), and the strategic change implementation in state corporations in Kenya. The study hypothesized that; **$H_0$7:** Organizational culture has no significant influence on the strategic change determinants towards strategic change implementation in state corporations in Kenya.

In order to test the hypothesis, the following three models were fitted:

Model 1: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$

Model 2: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_Z Z + e$

Model 3: $\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_ZZ + \beta_{1Z}X_1Z + \beta_{2Z}X_2Z + \beta_{3Z}X_3Z + \beta_{4Z}X_4Z + \beta_{5Z}X_5Z + e}$

From Table 4.38(b), all the three models were significant. This is because the p-value < 0.001 in all the three cases. From Table 4.38(a), the coefficient of determination (R^2) for the first model was .712 implying that the joint determinants of strategic change (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion) all taken together are significant in the model and that they contribute 71.2% to the strategic change implementation in state corporations in Kenya.

On the other hand, when organizational culture was introduced, the relationship between the joint determinants of strategic change and the strategic change implementation in state corporations in Kenya increased to .750. Table 4.38(a) indicates that the R^2 before the introduction of organizational culture was .712 (71.2%), which changed to .750 (75%) upon introduction of organization culture, implying a .038 increase. This means that determinants of strategic change together with organization culture can explain up to 75% of the Strategic Change Implementation in state corporations in Kenya.

Upon adding the interaction terms X_1*Z, X_2*Z, X_3*Z, X_4*Z and X_5*Z, the value for R^2 further increased by .005 to .755. Nonetheless, the resultant model was insignificant (p value=.274). This implies that organizational culture (Z) had some predictive value on the strategic change implementation in state corporations in Kenya (Y) but did not moderate the relationship between determinants of strategic change (X_1, X_2, X_3, X_4 and X_5) and the Strategic Change Implementation in state corporations in Kenya (Y). After fitting the moderating effect of organizational culture on the relationship between determinants of strategic change and the strategic change implementation to the models, the below equations were realized.

Model 1: $Y = 3.56 + 0.054X_1 + 0.142X_2 + 0.161X_3 – 0.042X_4 + 0.516X_5$

Model 2: $Y = 3.56 – 0.021X_1 + 0.044X_2 + 0.113X_3 + 0.003X_4 + 0.348X_5 + 0.4Z$

Model 3: $Y = 3.572 – 0.023X_1 + 0.069X_2 + 0.083X_3 + 0.012X_4 + 0.346X_5 + 0.403Z + 0.137X_1Z – 0.132X_2Z + 0.037X_3Z + 0.001X_4Z – 0.109X_5Z$

Regression results are shown in Table 4.38

Table 4.38: Moderating effect of organizational culture on the relationship between joint determinants of strategic change and the strategic change implementation in state corporations in Kenya

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.844[a]	.712	.707	.31105	.712	144.097	5	292	.000
2	.866[b]	.750	.745	.29021	.038	44.435	1	291	.000
3	.869[c]	.755	.746	.28952	.005	1.276	5	286	.274

a. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5

b. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5, Z

c. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5, Z, X_1*Z, X_2*Z, X_3*Z, X_4*Z, X_5*Z

(b) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.706	5	13.941	144.097	.000[b]
	Residual	28.251	292	.097		
	Total	97.957	297			
2	Regression	73.449	6	12.241	145.349	.000[c]
	Residual	24.508	291	.084		
	Total	97.957	297			
3	Regression	73.984	11	6.726	80.237	.000[d]
	Residual	23.974	286	.084		
	Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation in state corporations

b. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5

c. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5, Z

d. Predictors: (Constant), X_1, X_2, X_3, X_4, X_5, Z, X_1*Z, X_2*Z, X_3*Z, X_4*Z, X_5*Z

(c) **Coefficients**[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.018		197.586	.000		
	X_1	.054	.032	.083	1.704	.089	.419	2.389
	X_2	.142	.038	.165	3.747	.000	.508	1.969
	X_3	.161	.053	.206	3.048	.003	.216	4.621
	X_4	-.042	.042	-.063	-1.008	.314	.253	3.945
	X_5	.516	.030	.638	16.969	.000	.700	1.429
2	(Constant)	3.560	.017		211.772	.000		
	X_1	-.021	.032	-.031	-.649	.517	.366	2.731
	X_2	.044	.038	.051	1.151	.251	.433	2.309
	X_3	.113	.050	.145	2.275	.024	.212	4.719
	X_4	.003	.040	.004	.069	.945	.246	4.063
	X_5	.348	.038	.430	9.184	.000	.392	2.553
	Z	.400	.060	.403	6.666	.000	.235	4.248
3	(Constant)	3.572	.021		169.931	.000		
	X_1	-.023	.033	-.035	-.693	.489	.330	3.035
	X_2	.069	.040	.080	1.734	.084	.400	2.500
	X_3	.083	.052	.106	1.590	.113	.194	5.146
	X_4	.012	.041	.017	.285	.776	.229	4.371
	X_5	.346	.038	.427	8.978	.000	.379	2.640
	Z	.403	.062	.406	6.473	.000	.218	4.592
	X_1*Z	.137	.078	.129	1.760	.080	.158	6.323
	X_2*Z	-.132	.082	-.102	-1.605	.110	.214	4.682
	X_3*Z	.037	.120	.031	.306	.759	.083	12.034
	X_4*Z	.001	.095	.001	.010	.992	.103	9.745
	X_5*Z	-.109	.069	-.082	-1.573	.117	.318	3.149

a. Dependent Variable: Strategic Change Implementation in state corporations

X_1 = Stakeholder Involvement, X_2 = Leadership Commitment, X_3 = Change Communication, X_4= Employee participation, X_5 = Change Coercion, Z = Organizational Culture, X_1*Z, X_2*Z, X_3*Z, X_4*Z, X_5*Z = Interaction terms

From Table 4.38(c), when all the determinants of strategic change (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion) were introduced in one model, they returned beta values of .054,

.142, .161, -.042 and .516 respectively, with respective p values of .089, <.001, .003, .314, and <.001, as shown in model 1. These results implied that three determinants of strategic change i.e., leadership commitment, change communication, and change coercion were statistically significant, whereas stakeholder involvement and change communication were statistically insignificant. In addition, the results implied that leadership commitment, change communication, and change coercion separately contributed 0.142, .161 and .516 respectively to the Strategic Change Implementation in state corporations in Kenya.

Likewise, in model 2, when organizational culture was introduced and combined with all the five determinants of strategic change, their new beta values were -.021, .044, .113, .003 and .348, with respective p-values of .517, .251, .024, .945 and <.001. This implied that only change communication and change coercion whose beta values were (β =.113, t = 2.275, p-value = .024) and (β =.348, t = 9.184, p-value<0.001) respectively were statistically significant in presence of organizational culture. The beta for organizational culture was .400 (β =.400, t = 6.666, p-value<0.001) hence also statistically significant.

When the interaction terms X_1*Z, X_2*Z, X_3*Z, X_4*Z and X_5*Z, were introduced, only change coercion presented a significant effect to strategic change implementation, which was a slight decrease from the value before the introduction of the interaction effect, with beta of .323 (β =.346, t = 8.978, p-value<0.001). The organizational culture contribution marginally increased by 0.003 with significant results (β =.403, t = 6.473, p-value<0.001).

The beta value for the interaction terms X_1*Z, X_2*Z, X_3*Z, X_4*Z and X_5*Z were .137, -.132, .037, .001 and -.109 respectively, with p-values of .080, .110, .759, .992 and .117 respectively, implying that all the interaction terms presented statistically insignificant results.

Discussion on the moderating effect of organizational culture on the relationship between joint determinants of strategic change and strategic change implementation in state corporations in Kenya

The study sought to establish the moderating effect of organizational culture on the joint relationship between determinants of strategic change and the Strategic Change Implementation in state corporations in Kenya. From the regression results, it is evident organizational culture does not moderate the relationship between the joint determinants of strategic change and the strategic change implementation in state corporations in Kenya. These findings were consistent with studies by Wang, Begley, Hui & Cynthia (2012) who upon conducting a study on the effects of conscientiousness on contextual and innovative performance context specific taking organizational culture as a moderator concluded that organizational culture did not moderate the joint relationship between conscientiousness and contextual interactions and innovative job performance.

The results further concurred with the outcomes in a study by Al-Swidi and Mahmood (2011) on the role of organizational culture on Total quality management, entrepreneurial orientation and organizational performance of Yemeni banks, where they revealed that organizational culture did not moderate the relationship between total quality management and the organizational performance. In addition, the research findings were consistent to findings by Smith-Crowe, Burke, & Landis (2003) that on the organizational culture did not moderate the relationship between safety knowledge-safety performance and implementation of strategic change.

Conversely to the study findings, Yiing and Ahmad, (2009) found out that organizational culture was a moderator between relationship between leadership behaviour, organizational commitment and strategic change implementation. Equally, Gelaidan (2012) refuted the researcher arguments and showed that organizational culture positively moderated the relationship between leadership commitment to change, employee commitment to change and Strategic Change Implementation.

Annamalai & Ramayah (2013) in their study on whether organizational culture acted as a moderator in Indian enterprise resource planning (ERP) projects, found out that the organizational culture moderated the relationship between CSF and implementation success of the ERP projects in India. On the same breath, the research findings were inconsistent with Smollan & Sayers (2009) findings that organizational cuture has the capacity to alter strategic change implementation programs in an organization as it affects the way people respond to the anticipated organizational change. Similar findings were documented not only by Aktaş, Çiçek, & Kıyak (2011), Bardi & Goodwin (2011) but also Wei, Liu & Herndon (2011) that organizational culture plays a moderating role.

4.9 Confirmatory Tests for the Multiple Linear Regression Model

The tests were used to check whether there were any departures from the key assumptions of a Multiple Linear Regression Model. The assumptions are normality of error terms, constancy of error terms (homoscedasticity), linearity of the regression function and independence of error terms.

4.9.1 Normality of Error Terms Test

From table 4.39 below, it shows that the values of skewness and kurtosis are both less than one standard error which suggests that the values are not significantly different from its expected values of zero for a normal distribution. Similarly, from the Q-Q plot of unstandardized residual as shown in Figure 4.19 below, demonstrate that residuals closely follow diagonal which is a condition for true normal distribution.

Table 4.39: Unstandardized Residual table for Normality test

Descriptives				
			Statistic	**Std. Error**
Unstandardized Residual	Mean		0E-7	.02966143
	95% Confidence Interval for Mean	Lower Bound	-.0583732	
		Upper Bound	.0583732	
	5% Trimmed Mean		-.0068669	
	Median		-.0470037	
	Variance		.262	
	Std. Deviation		.51203572	
	Minimum		-1.15765	
	Maximum		1.66163	
	Range		2.81928	
	Interquartile Range		.63582	
	Skewness		.216	.141
	Kurtosis		.124	.281

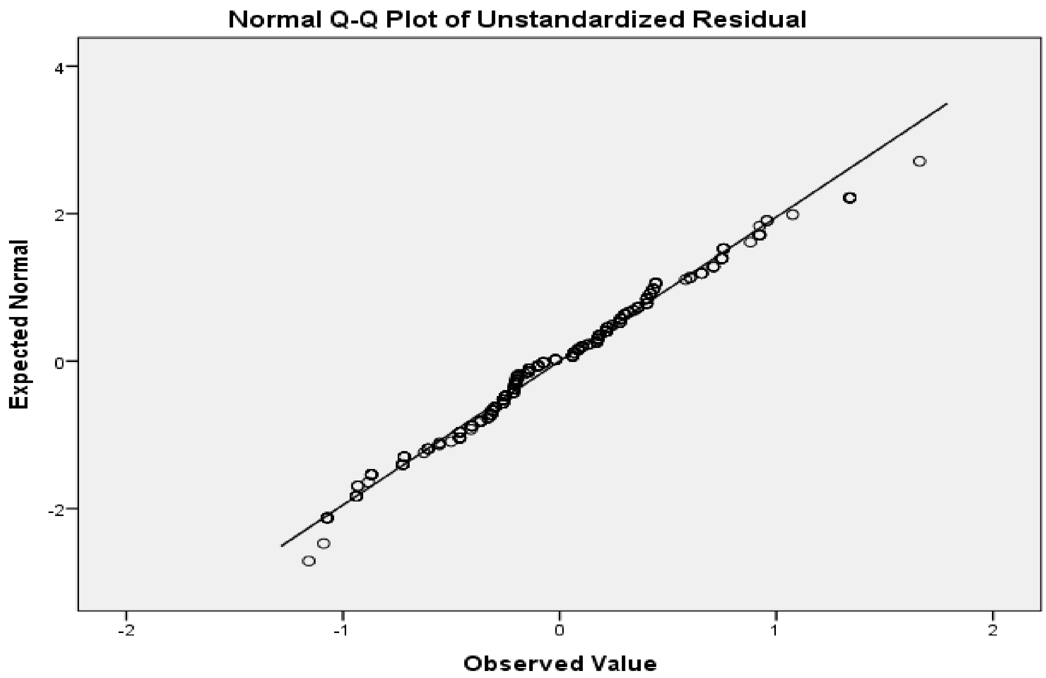

Figure 4.19: Normal Q-Q Plot of Unstandardized Residual

4.9.2 Heteroscedasticity of Error Terms Test

Scatter plots of both dependent variable against standard residual (figure 4.20) and standard residual against predicted value (figure 4.21), show that there is constant variation of residuals from the center line, an indication of constancy of variance, implying that there was no departure from homoscedasticity (which means there was no heteroscedasticity). This satisfies the assumption that the error terms of multiple linear regression must have a constant variance (homoscedastic). From the scatter plot of the dependent variable against the residuals, it was evident that the assumption for constant variance was satisfied i.e., there was no departure of homoscedasticity (i.e., no heteroscedasticity) and hence a confirmation that there was no violation of the linear regression assumption of constancy of variance.

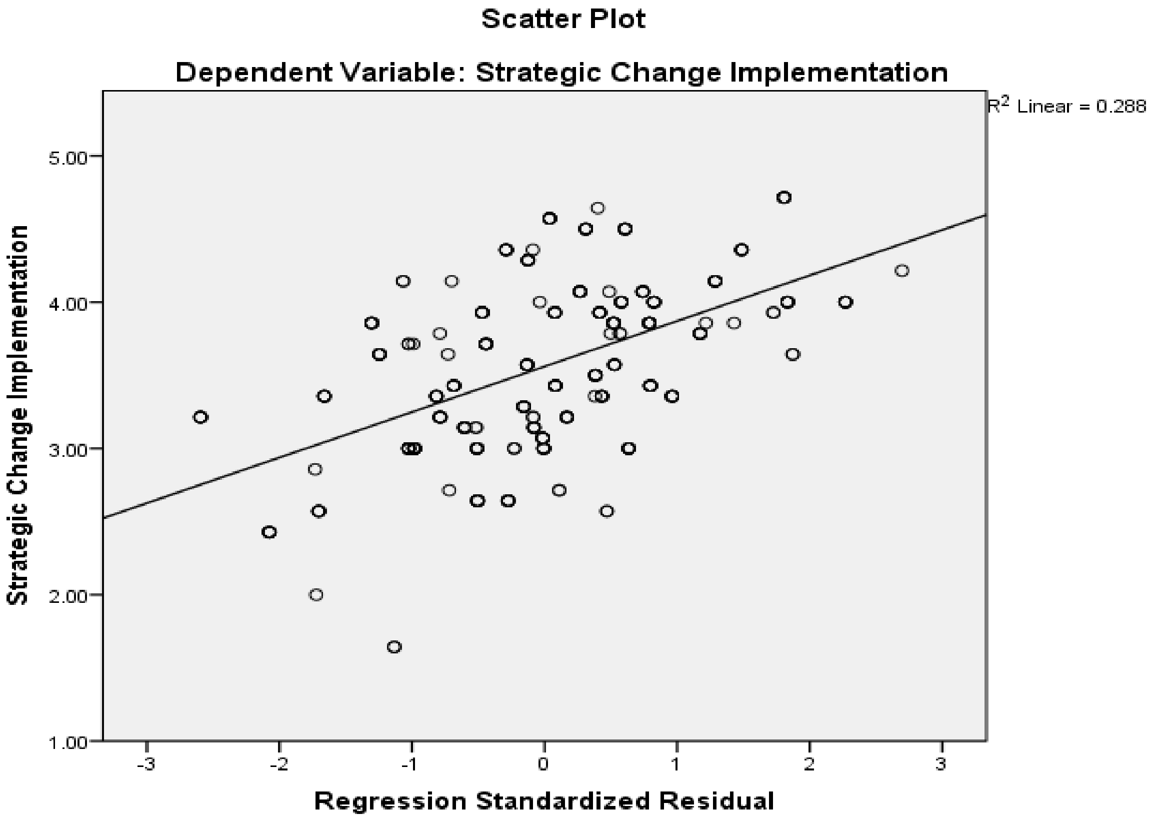

Figure 4.20: Scatter Plot Dependent Variable against Standardized Residual

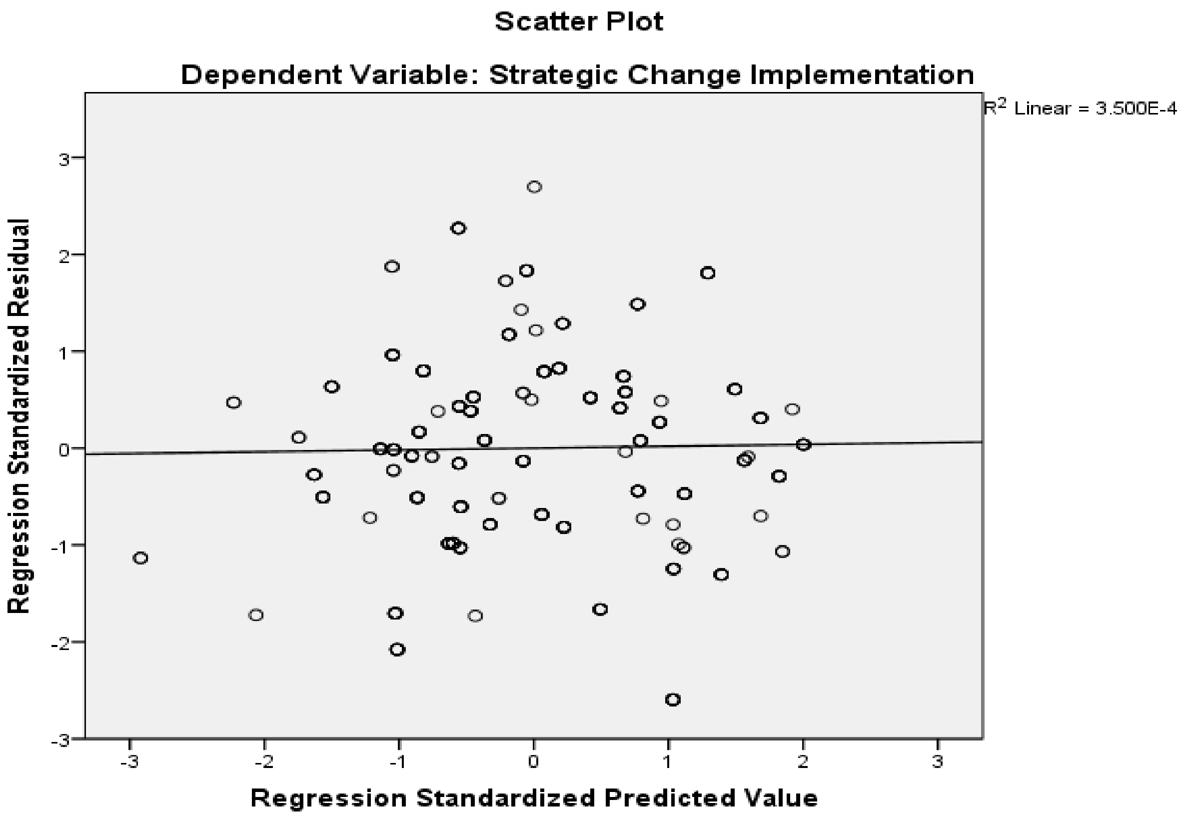

Figure 4.21: Scatter Plot Standardized Residual against Standardized Predicted Value for Heteroscedasticity

4.9.3 Linearity of the Regression Function

Figure 4.22 below shows that the residuals are evenly distributed on either side of the zero line, with a tendency of concentrating towards the zero line, a clear indication that the assumption for linearity has been obeyed in the model.

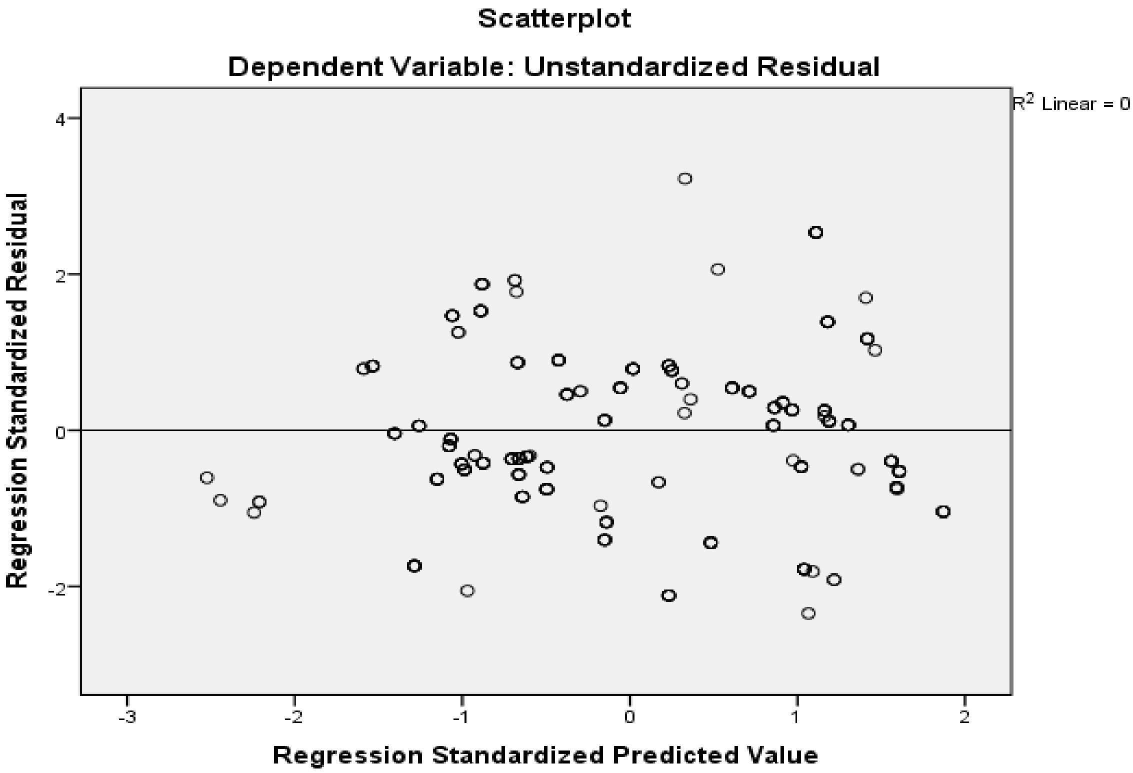

Figure 4.22: Scatter Plot Standardized Residual against Standardized Predicted Value for Linearity

4.9.4 Independence of Error Terms Test

The plot for standardized residual against the standardized predicted value as shown in figure 4.23 below, indicated a random pattern of the residuals, an indication that the assumption for interdependence of errors terms was adhered to.

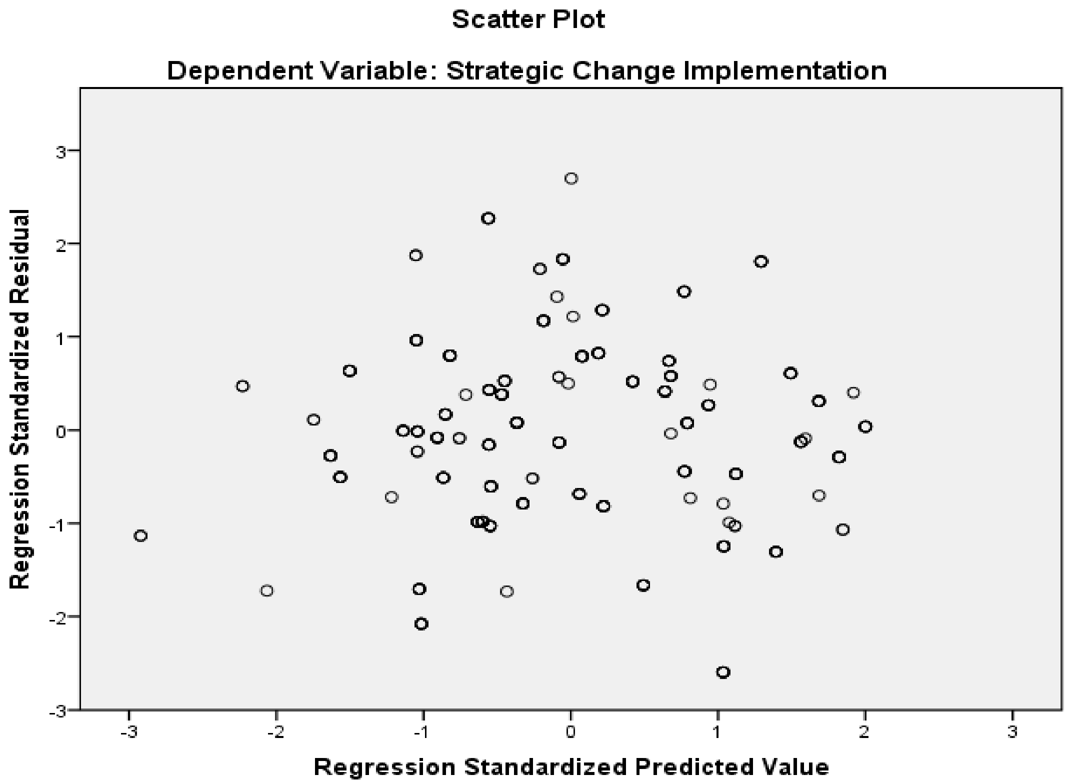

Figure 4.23: Scatter Plot Standardized Residual against Standardized Predicted Value for Independence of errors

4.10 Test of Hypotheses

Six hypotheses tested in the study were;

$H_0$1: Stakeholder involvement has no significant influence on strategic change implementation in state corporations in Kenya

$H_0$2: leadership commitment has no significant influence on strategic change implementation in state corporations in Kenya

$H_0$3: Change communication has no significant influence on strategic change implementation in state corporations in Kenya

$H_0$4: Employee participation has no significant influence on strategic change implementation in state corporations in Kenya

$H_0$5: Change coercion has no significant influence on strategic change implementation in state corporations in Kenya

$H_0$6: Joint strategic change determinants have no significant influence on strategic change implementation in state corporations in Kenya

$H_0$7: Organizational culture has no significant moderating influence on relationship between strategic change determinants and strategic change implementation in state corporations in Kenya

The study found out that before the introduction of the moderating variable (organizational culture) into the regression model, all the five (5) independent variables, namely, stakeholder involvement, leadership commitment, change communication, employee participation and change coercion were individually significant at 95% confidence level and thus they significantly positively influenced strategic change implementation individually. The T-statistics for the constant and coefficients of the independent variables were all positive values with p values less than 0.05, implying positive significant influence.

Likewise, the moderating variable (organizational culture) had a positive value coefficient with p-value<0.001, implying positive significant influence. This means that hypotheses **$H_0$1, $H_0$2, $H_0$3, $H_0$4** and **$H_0$5** were all rejected.

Upon jointly regressing the independent variables in absence of the moderating variable, leadership commitment, change communication and change coercion were all significant in the model, meaning they significantly influenced strategic change implementation positively. Stakeholder involvement and employee participation were not significant in the model meaning that they did not influence the strategic change implementation when all the five determinants were regressed jointly. Similarly, when the five variables were jointly regressed together in presence of the moderator, the results indicated that only change communication and change coercion together with the moderator (organizational culture) were significant implying they influenced strategic change implementation. Stakeholder involvement, leadership commitment and employee participation were insignificant in the model.

Finally, when the interaction terms (X_1*Z, X_2*Z, X_3*Z, X_4*Z and X_5*Z) were introduced in the model, all the independent variables save for change coercion and the moderating variable (organization culture) were not significant. Similarly, all the interaction terms were not significant in the regression, an indication that organizational culture does not moderate the relationship between joint strategic change determinants and Strategic Change Implementation. In summary, all the interaction terms in the models when regressions of independent variables were performed both individually and jointly, were not significant. Based on the research findings, the researcher failed to reject hypothesis **H_{07}** and concluded that organizational culture did not moderate the relationship between joint strategic change determinants and Strategic Change Implementation.

4.10.1 Summary of the Hypotheses tested

The various decisions taken in regard to the seven hypotheses are as summarised in table 4.40 below.

Table 4.40: Decision of the Hypotheses Test

	Hypothesis	Decision taken
H_{01}	Stakeholder involvement has no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{02}	Leadership commitment has no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{03}	Change communication has no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{04}	Employee participation has no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{05}	Change coercion has no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{06}	Joint strategic change determinants have no significant influence on strategic change implementation in state corporations in Kenya	Reject
H_{07a}	Organizational culture has no significant moderating influence on the relationship between stakeholder involvement and strategic change implementation in state corporations in Kenya	Fail to reject
H_{07b}	Organizational culture has no significant moderating influence on the relationship between leadership commitment and strategic change implementation in state corporations in Kenya	Fail to reject
H_{07c}	Organizational culture has no significant moderating influence on the relationship between change communication and strategic change implementation in state corporations in Kenya	Fail to reject
H_{07d}	Organizational culture has no significant moderating influence on the relationship between employee participation and strategic change implementation in state corporations in Kenya	Fail to reject
H_{07e}	Organizational culture has no significant moderating influence on the relationship between change coercion and strategic change implementation in state corporations in Kenya	Fail to reject
H_{07f}	Organizational culture has no significant moderating influence on the relationship between joint strategic change determinants and strategic change implementation in state corporations in Kenya	Fail to reject

4.11 Optimal Conceptual Framework

From the study findings, only two independent variables (change coercion and change communication) were found to positively and significantly influence strategic change implementation in state corporations in Kenya. Organizational culture was found not to have a significant moderating effect on strategic change implementation in state corporations in Kenya. However, organizational culture was found to significantly influence the strategic change implementation in state corporations in Kenya if it were taken as an independent variable.

Table 4.41: Regression results on relationship between joint optimal strategic change determinants and strategic change implementation

a) Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.842[a]	.708	.705	.31175	.708	237.962	3	294	.000

a. Predictors: (Constant), Organizational culture, Change Communication, Change Coercion

b. Dependent Variable: Strategic Change Implementation

b) ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	69.383	3	23.128	237.962	.000[b]
Residual	28.574	294	.097		
Total	97.957	297			

a. Dependent Variable: Strategic Change Implementation

b. Predictors: (Constant), Organizational culture, Change Communication, Change Coercion

c) Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.466	.028		123.496	.000		
Change Communication	.184	.028	.235	6.605	.000	.784	1.276
Change Coercion	.490	.032	.605	15.488	.000	.650	1.538
Organizational culture	.213	.049	.185	4.364	.000	.554	1.805

a. Dependent Variable: Strategic Change Implementation

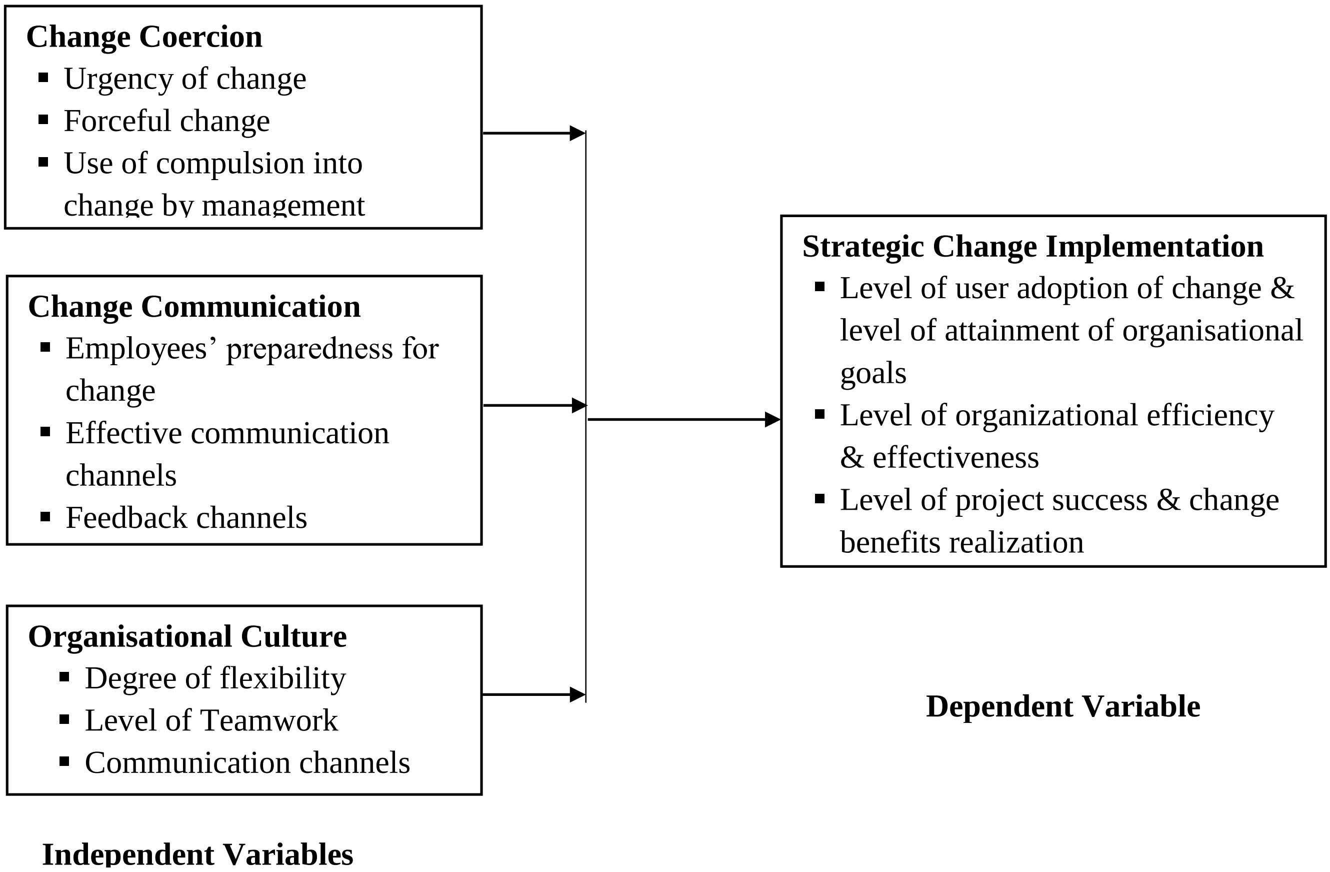

Figure 4.24: Optimal Conceptual Framework

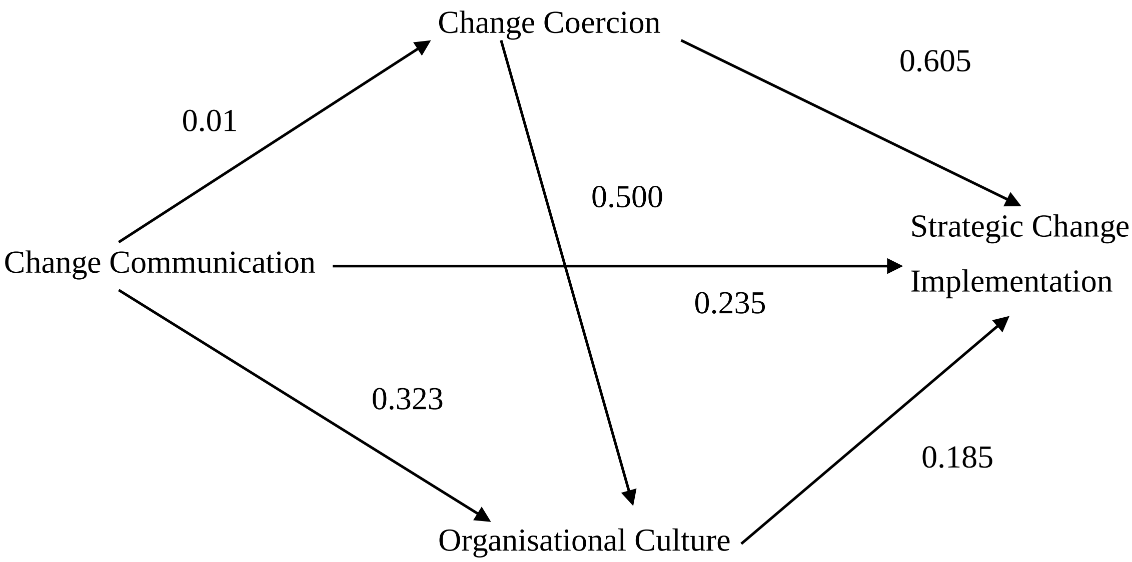

Figure 4.25: Path diagram on optimal conceptual framework

4.12 Qualitative Analysis

In addition to the quantitative approach in producing data, qualitative method was also adopted to generate data. The data from the open-ended questions was analysed using content analysis approach.

4.12.1 Stakeholder Involvement

Respondents had been asked to describe how different stakeholders were involved in different change initiatives in their organizations. Majority responses pointed towards a great deal of stakeholders being involved in the development of change programs, in addition to participating in change seminars and trainings on matters regarding the planned and anticipated change. Most respondents were also in concurrence that involving stakeholders resulted to a positive impact. This is so because it would lead to acceptance and ownership of the change initiatives and programs.

4.12.2 Leadership Commitment

On leadership commitment, the respondents were asked to give their views on the overall impact of leadership in change initiatives and what change initiatives would be successful with what type of leadership. Many of the respondents indicated that leadership presented positive impact on matters of change because leaders acted as the vision bearers in the change program. Respondents also highlighted that successful change initiatives are the ones where consultations have taken place. Respondents were also asked about the most crucial role of leadership in change and how the role is played. There was concurrence that leaders must play a guiding a well as leading role during change times.

4.12.3 Change Communication

On change communication, the respondents were asked to explain the channels used to communicate change to stakeholders in their organization.

A majority of the respondents said that previous changes that took place in their organizations were communicated to stakeholders through emails and in departmental meetings, with sometimes the top management organizing for organization wide meetings to communicate anticipated changes. Respondents were also asked to indicate in their own opinion, how they thought about the adequacy or otherwise of the channels of communication. Most respondents alluded that they felt communications through meeting with top management was fairly adequate.

4.12.4 Employee Participation

On employee participation, the respondents were asked to describe how often employees in their organization were being involved in change efforts and initiatives and what were some of the specific initiatives the employees had been involved in. Most respondents alluded that not always were employees involved during crafting and planning of change programs, with their involvement happening only at the actual implementation of the change agenda. According to the respondents, majorly the involvement occurred where the change directly affected the operations of the organizations and where also the employee was directly affected by the change, for instance change involving adoption of new technology or upgrade of the existing one.

Another example of change where employees were involved was a restructuring change that would affect daily operations and modify line of reporting. The respondents were also asked whether in their opinion, they felt that the employee participation was beneficial to the organisation. On this one, most respondents felt that the employee participation was just somewhat beneficial because mostly it was occurring at implementation and not at initiation stage.

4.12.5 Change Coercion

On change coercion, respondents were asked to state in their opinion, what types of changes did they thought coercion strategy was best useful and why.

A majority of respondents indicated that changes that would possibly touch on employees' operations negatively and disequilibrium their status quo were best candidates for coercion strategy as there was a likelihood of some form of resistance from the affected employees. Most respondents also indicated that the changes that were urgent in nature and also the ones with prospected high impact called for use of the coercion strategy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings of the study, conclusions thereof and recommendations for possible action and for further research.

5.2 Summary of the major findings

The study sought to establish the determinants of strategic change implementation in state corporations in Kenya. Specifically, the study focused on stakeholder involvement, leadership commitment, change communication, employee participation, change coercion and the moderating effect of organizational culture, and how they influence strategic change implementation in state corporations in Kenya. The summary of the findings is presented as follows:

5.2.1 Stakeholders involvement on the strategic change implementation

The study sought to find out the extent to which stakeholder involvement influences Strategic Change Implementation in state corporations in Kenya. The study established that stakeholder involvement had a significant influence on strategic change implementation in state corporations in Kenya.

5.2.2 Leadership Commitment on Strategic Change Implementation

The results showed that leadership commitment had influence on the strategic change implementation in state corporations in Kenya. This shows that the more committed the leadership is to change programs and change implementation, the higher the chances of success in the implementation of the strategic change and vice versa.

5.2.3 Change Communication on Strategic Change Implementation

The findings showed that there was a positive significant linear relationship between change communication and strategic change implementation. The positive significance was maintained even with the introduction of moderating variable. The study therefore concluded that communication of change to players was inevitable.

5.2.4 Employee participation on strategic change implementation

The findings showed that there was a positive significant linear relationship between Employee participation and strategic change implementation in state corporations in Kenya.

5.2.5 Change coercion on strategic change implementation

The research results indicated there is a positive significant linear relationship between change coercion and strategic change implementation in state corporations in Kenya.

5.2.6 Joint strategic change determinants on strategic change implementation

The results showed that joint strategic change determinants had influence on strategic change implementation in state corporations in Kenya. This is because their effect was significant in the model. The study results showed a strong positive relationship between joint strategic change determinants and Strategic Change Implementation.

5.2.7 Moderating effect of organizational culture on the strategic change determinants towards strategic change implementation

The results revealed that organizational culture influenced the strategic change implementation in state corporations in Kenya.

Moderating effect of organizational culture on the relationship between stakeholder involvement and strategic change implementation

The model showed that stakeholder involvement together with organization culture explained a big percentage of the strategic change implementation in state corporations in Kenya. This implied that organization culture enhanced the model and hence enriched the contribution towards strategic change implementation in state corporations in Kenya. The regression analysis results showed that organizational culture had some predictive value but did not moderate the relationship thereof.

Moderating effect of organizational culture on the relationship between leadership commitment and strategic change implementation

The results implied that organization culture improved the model and hence enhanced the contribution towards strategic change implementation in state corporations in Kenya. The regression analysis results showed that organizational culture had some predictive value but did not moderate the relationship thereof.

Moderating effect of organizational culture on the relationship between change communication and strategic change implementation

The results implied that organization culture improved the model and hence enhanced the contribution towards Strategic Change Implementation in state corporations in Kenya. The regression analysis results showed that organizational culture had some predictive value but did not moderate the relationship thereof.

Moderating effect of organizational culture on the relationship between employee participation and strategic change implementation

The results implied that organization culture improved the model and hence enhanced the contribution towards strategic change implementation in state corporations in Kenya. Employee participation upon introduction of organizational culture was also significant in the model. The regression analysis results showed that organizational culture had some predictive value but did not moderate the relationship thereof.

Moderating effect of organizational culture on the relationship between change coercion and strategic change implementation

The results implied that organization culture improved the model and hence enhanced the contribution towards strategic change implementation in state corporations in

Kenya. The regression analysis results showed that organizational culture had some predictive value but did not moderate the said relationship.

Moderating effect of organizational culture on the relationship between joint strategic change determinants and strategic change implementation

Upon introduction of the interaction effects into the regression, only change coercion and the moderating variable (organizational culture) were found to be positively significant to strategic change implementation. All other four strategic change determinants and the five moderating effects were insignificant in the model. The results indicated that organizational culture did not have any moderating influence on the individual models for each strategic change determinant taken alone, as well as the relationship between the joint strategic change determinants on the strategic change implementation in state corporations in Kenya.

5.3 Conclusions of the study

Specific objective 1: To assess the influence of stakeholders' involvement on strategic change implementation in state corporations in Kenya

The study concludes that it is important to involve stakeholders during all stages of strategic change planning and implementation process in organizations and in particular, state corporations because it affects the level of success of the change. The results show that existence of organizations' policy on involvement of stakeholders in change issues helps organizations in achieving success in the process of implementation of strategic change. The study also concludes that stakeholders should be involved at all stages of the change process from the design of the change through to the implementation. This is because stakeholder involvement will lead to change buy-in translating to elimination of any possible resistance.

Specific objective 2: To establish the influence of leadership commitment on strategic change implementation in state corporations in Kenya

The study concludes that the level of commitment by leaders affects the success in implementation of strategic change.

The study concludes that leadership of state corporations must be committed to change process by properly defining the change strategy, effectively communicate the same to all stakeholders, empower and support employees.

Specific objective 3: To determine the influence of change communication on strategic change implementation in state corporations in Kenya

The study concludes that communication of change to all the players and at all levels in the change program is inevitable as it has positive contribution towards the success in implementation of strategic change in state corporations in Kenya.

Specific objective 4: To find out the influence of employee participation on strategic change implementation in state corporations in Kenya

The study concludes that employee participation in strategic change process contributes a great deal to the success in the implementation of strategic change. This is because employees are a very critical set of stakeholders who are the actual implementers of the change programs in an organization.

Specific objective 5: To examine the influence of change coercion on strategic change implementation in state corporations in Kenya

The study concludes that change coercion is a very important determinant of the success rate of the implementation of strategic change in organizations. The study concluded that change coercion is a best strategy for adoption by senior management when forcing or imposing a change in an organization as it is a sure way of achieving successful implantation of change.

Specific objective 6: To establish the influence of joint determinants of strategic change on strategic change implementation in state corporations in Kenya

The study concludes that while the individual determinants of strategic change contributed positively to strategic change implementation in state corporations in Kenya, the joint effect of strategic change determinants present diverse outcomes.

Whereas leadership commitment, change communication and change coercion had positive significant influence towards strategic change implementation, stakeholder involvement and employee involvement had positive insignificant contributions.

Specific objective 7: To determine the moderating effect of organizational culture on the relationship between joint determinants of strategic change and strategic change implementation in state corporations in Kenya

The study revealed that in presence of organizational culture, change communication and change coercion had positive significant influence towards strategic change implementation, leadership commitment and employee involvement had positive insignificant influence, while stakeholder involvement had negative insignificant contribution.

The study therefore concludes that organizational culture as a predictor in strategic change process, adds some value to the models of the individual determinants of strategic change, as well as of the joint relationship between determinants of strategic change and strategic change implementation. The study also concludes that organizational culture is not a moderator between individual determinants of strategic change (stakeholder involvement, leadership commitment, change communication, employee participation and change coercion) and strategic change implementation. Similarly, organizational culture is not a moderator between the relationship of the combined determinants of strategic change and strategic change implementation.

5.4 Recommendations of the study as per the findings and conclusion objective

This section provides the following policy and managerial recommendations related to strategic change implementation in state corporations.

5.4.1 Managerial recommendations

The study has revealed that stakeholder involvement, leadership commitment, change communication, employee participation and change coercion positively influenced strategic change implementation in state corporations in Kenya, with change coercion having the highest contribution, followed by change communication and leadership commitment in that order. From the above, the study therefore recommends that during any strategic change program in an organization, the management of state corporations should involve all stakeholders, leadership to show commitment, change to be communicated timely and effectively, employees be encouraged to participate and change coercion be applied.

The study also recommends that the management of state corporations should give much attention to change coercion and change communication which are the top key strategies at times of strategic change implementation.

5.4.2 Policy recommendations

The study recommends that the Government may consider instituting guidelines to inform the strategic change implementation process, the change structures and relevant legislation to support strategic change implementation in state corporations in Kenya. In addition, the study recommends that the Government to develop a legislation to harmonize organizational cultures in all state corporations.

5.5 Areas for further research

The study has revealed the need for further research on other determinants of strategic change implementation in state corporations in Kenya. This is because the studied determinants of strategic change did not whole explain strategic change implementation in state corporations in Kenya. It is therefore inevitable that future studies are necessary to find out the other possible factors that contribute towards strategic change implementation in state corporations in Kenya both without and in presence of the moderating variable (organizational culture).

The researcher also recommends more studies to be carried out taking into consideration other factors that in away affect organizations' operations e.g., government policy, internal environment, as well as the external environment as moderating variables.

Because the study only focused on the state corporations in Kenya, the researcher therefore recommends a replication of the study in other entities like private sector and non-governmental organizations in order to establish the relatable trends in matters strategic change implementation in organizations.

The study also recommends for further studies on how organizational culture is either similar or not with employee participation and stakeholder involvement at times of strategic change implementation.

Finally, the researcher further recommends future studies to adopt other methodological cues for instance different research designs (e.g., experimental, causal or descriptive research designs) in studying issues about strategic change implementation in organizations

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

<u>REF: CONSENT FOR PROVISION OF ACADEMIC DATA</u>

I am a student at Jomo Kenyatta University of Agriculture and Technology pursuing a doctor of philosophy in Strategic Management. I am currently conducting a study on ***Determinants of Strategic Change Implementation in state corporations in Kenya***.

You have been selected to take part in this study would be very grateful if you would complete the attached questionnaire for me. I request you to respond to the questions frankly and honestly. Your responses and information will be treated with utmost confidentiality and the findings purely used for academic purposes.

Thank you very much for your time and cooperation.

Yours faithfully,

Patrick Mutua Kimaku (Mr.)
PhD student
<u>Jomo Kenyatta University of Agriculture and Technology (JKUAT)</u>

Appendix II: Interview Guide

My name is _____________ from JKUAT and I am conducting a research on the determinants of Strategic Change Implementation in state corporations in Kenya as part of the course requirement. I will want your participation in my research by answering few questions that I will ask you. (Take the respondent through consent procedure).

A. Demographic Data

1. Please tell me what your level is in the organization
2. Which department do you belong to?

B. Stakeholder Involvement

1. Can you tell me all the people involved during change efforts in the organization and the level of involvement? *(Probe for whether suppliers, customers, shareholders and other stakeholders are involved in strategic change).*
2. Can you remember the recent strategic change involved? Were all the stakeholders you mentioned involved?
3. How do stakeholders know about the planned change (*Probe for communication channels to reach various stakeholders)?*
4. What are some of the suggestion that stakeholders bring during change efforts? Do the organization consider all of them? (Probe for consideration made before considering specific suggestion).
5. Have you ever talked to any stakeholders to understand their feeling on the level of involvement given to them by the organization? What did you find out?

C. Leadership Commitment

1. What type of leadership is adopted in the organization? (*Probe for leadership styles*).
2. Does the type of leadership facilitate or impede change according to you?
3. What type of resources do leaders commit to change programs? Are they adequate?

4. Does leadership commitment to change influence the followers?
5. Do you think there is any relationship between leadership and resistance to change? What type of leaders are able to reduce the resistance?

D. Change Communication

1. Explain channels used to communicate change to stakeholders. Are they adequate according to you?
2. What type of communication comes from the change agents? Is it the same for all stakeholders?
3. After implementation of change are there follow communication such as feedback?
4. Have you ever experienced grapevine? Which strategies are adopted to fight it?

E. Employee Participation

1. What role do employee plays in different strategic change contexts?
2. What causes employee resistance?
3. Are employees satisfied with the level of involvement?

F. Change Coercion

1. I change coercion used in your organization. (go to 2 if yes, if no, leave out this section)
2. What is the impact of the strategy on resistance to change? (Probe if it increases or reduces)
3. How often is this strategy adopted?

G. Organizational Culture

1. Is the organization anchored in the premises of a value system? What happens to the values when change is implemented?
2. What is the overall impact of culture on Change resistance?
3. Does culture facilitate or impede change?

H. Strategic Change Implementation

1. How has organization used specific metrics to measure success in change implemented
2. Has the level of attainment of organizational goals improved due to implementation of strategic change (*probe for more information*)?
3. Do you have any projects undertaken after implementation of change in your organization and have they succeeded?
4. Are there any benefits achieved after the change was implemented?

Appendix III: Questionnaire

INSTRUCTION: Please answer all the questions honestly and exhaustively by putting a tick **(**√**)** or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

Please **NOTE** that the information you provide will be used strictly for academic purposes only and will be treated with utmost confidentiality.

Respondent's Telephone No.……………………….

Organization: ………………………………………..

PART A: DEMOGRAPHIC DATA

I. Indicate your gender.

Male [ ] Female [ ]

II. What is your level in the organization?

Senior management [ ] Mid-management [ ]

III. What is your highest educational level? (Tick where appropriate)

Diploma [ ] Bachelors [ ] Masters [ ] PhD [ ]

Others…………..………

IV. What category is your corporation:

[ ] Financial [ ] Service [ ] Regulatory [ ] Learning Institution

[ ] Others

V. Which department do you belong to?

[ ] CEO's Office [ ] Finance [ ] Human Resource (HR) [ ] Information Technology

VI. For how long have you worked in the organization?

[ ] Less than 2 years [ ] 2-5 years [ ] 5-10 years [ ] More than 10 years

PART B: STAKEHOLDER INVOLVEMENT

Please tick as appropriate your extent of agreement with the following statements using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Our organisation considers all stakeholders as key pillars during times of change implementation					
2. Stakeholders have been involved in the planning of the recent changes in the organisation					
3. Change plans are always communicated effectively to the stakeholders using different channels					
4. Stakeholders inputs in the change process are incorporated in the change plans & implementation					
5. Our organisation uses joint decision-making system with the stakeholders during times of change implementation					
6. Stakeholders are satisfied with the level of involvement they get in change process					

7. Describe how different stakeholders are involved in different change initiatives...
....
....

8. What is your opinion on the overall impact of stakeholders' involvement in change initiatives? [ ] Positive Impact [ ] No impact [ ] Negative impact.

Explain your answer

....………………

……………………………………………………………………………...

PART C: LEADERSHIP COMMITMENT

Please tick as appropriate your extent of agreement with the following statements on leadership commitment using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Our organisation's leadership has shown commitment to change process					
2. Leadership commits adequate resources towards change efforts					
3. Leaders in our organisation have attracted followers in change efforts					
4. Leadership provides executive sponsorship of change plans					
5. Leadership is able to get right people to manage various activities of change					
6. Management leads from front in change efforts					
7. Good leadership has resulted to reduced resistance to change					
8. Management allocates enough resources to roll out change initiatives					
9. Management provides enough resources for sustenance of change					

10. What do you think is the overall impact of leadership in change initiatives? There was

    [ ] Positive Impact [ ] No impact [ ] Negative impact.

Explain your answer

....

....

11. In your opinion, can the initiatives be successful with any type of leadership?

    [ ] Yes [ ] No [ ] Don't Know.

    Explain your answer

    ....

    ....

12. What is the most crucial role of leadership in change and how do they play this role?...

    ....

PART D: CHANGE COMMUNICATION

Please tick as appropriate your extent of agreement with the following statements on change communication using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Everyone in the organisation is informed of change efforts before actual implementation of the change					
2. Various channels of communicating change are available in the organisation					
3. The communication coming from change leaders is always effective and easily understood					
4. Communication about change is done on a regular basis					
5. Grapevine is controlled to reduce negative effect during change times					

6. Follow up communication is done after change implementation					
7. Employees are given opportunity to provide feedback during and after change implementation					

8. What channels of communication are used in your organisation to communicate change?
   [ ] Oral [ ] Written [ ] Electronic [ ] All

9. Do these channels of communication attain the same goal? [ ] Yes [ ] No

10. In your opinion, are (is) the channel(s) effective? [ ] Yes [ ] No

11. Explain channels used to communicate change to stakeholders in your organization. ………………………………………………………………………...
    ……………………………………………………………………………………….
    In your own opinion, do you think they are adequate ….......................................
    ………………………………………………………………………………………

PART E: EMPLOYEE PARTICIPATION

Please tick as appropriate your extent of agreement with the following statements on employee participation using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Our organisation recognises the role employees play during change					
2. Employees are engaged on change efforts at all levels					
3. Change is communicated to employees before it is implemented					

4. Employee resistance to change is well handled by the management by addressing their concerns					
5. Employees are given different responsibilities in change management process					
6. Employees are satisfied with the level of their involvement during change programs					

7. How often are employees involved in change efforts or in some specific initiatives?
   [ ] Always [ ] Mostly [ ] Sometimes [ ] Rarely [ ] Never
   What are some of the specific initiatives that employees are involved in?...
   ....

8. In your opinion is employee participation beneficial to the organisation
   [ ] Very beneficial [ ] somewhat beneficial [ ] Not beneficial.

   Explain why?
   ....
   ....

PART F: CHANGE COERCION

Please tick as appropriate your extent of agreement with the following statements on change coercion using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Coercive change minimizes resistance to change					
2. Coercive strategy is used as a last result during times of change					
3. Coercion strategy is a good strategy to adopt during change implementation					

4. Change coercion in most cases brings positive impact in organization during times of change					

5. In your opinion, what types of change do you think coercion strategy is best to use and why?..
....

PART G: ORGANIZATIONAL CULTURE

Please tick as appropriate your extent of agreement with the following statements on organizational culture using a scale of 1-5 (where (**1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	**1**	**2**	**3**	**4**	**5**
1. Our organisation has strong value systems					
2. Degree of flexibility of employee & management in change process determine success					
3. Culture determines communication channels to be used & thus success rate					
4. Organizational culture affects performance					
5. Our organization has hierarchical culture					
6. Our organization culture is flexible					
7. Does the culture support change?					

PART H: STRATEGIC CHANGE IMPLEMENTATION

Please tick as appropriate your extent of agreement with the following statements in respect to Strategic Change Implementation in your organization using a scale of 1-5, where **(1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)**

Statement	1	2	3	4	5
1. Our organization has realized improved quality of service after implementing change					
2. Our organization has realized improved level of efficiency after implementing change					
3. Our organization has realized improved level of effectiveness after implementing change					
4. Our organization has realized improved level of adaptability after implementing change					
5. Our organization has realized improved level of customer satisfaction after implementing change					
6. Our organization has realized improved level of project success					
7. Our organization has not experienced resistance to change when implementing change					
8. Our organization has realized acceptance of change programs during implementation of change					
9. Level of attainment of organizational goals has improved after implementation of strategic change					
10. Projects undertaken after implementation of change have high degree of success					
11. Employees have adopted the change efforts implemented in the organization					
12. Most anticipated benefits before change were achieved after the change implementation					

Thank you.

Appendix IV: List of state corporations

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY	
1	Asumbi Teachers' Training College
2	Baringo Teachers' Training College
3	Beam International Training Centre
4	Bomet Teachers Training College
5	Bondo Teachers' Training College
6	Bukura Agricultural College
7	Bumbe Technical Training Institute
8	Bungoma Technical Training
9	Chuka University
10	Coast Institute of Technology
11	Commission for University Education (CUE)
12	Co-operative University
13	Dairy Training Institute
14	Dedan Kimathi University of Science & Technology
15	East African School of Aviation
16	Egerton University
17	Egoji Teachers' Training College
18	Eldoret Aviation Training Institute
19	Eldoret Medical Training College
20	Eldoret Polytechnic
21	Elite Commercial Institute
22	Embu Medical Training College
23	Embu University
24	Emma Daniel Arts Training Institute
25	Eregi Teachers' Training College
26	Friends College Kaimosi
27	Garissa Medical Training Centre
28	Garissa Teachers' Training College
29	Garissa University

30 Gusii Institute of Technology
31 Higher Education Loans Board (HELB)
32 Homa Bay Medical Training Centre
33 ICT Fire and Rescue
34 Jaramogi Oginga Oginga University of Science & Technology
35 Jomo Kenyatta Foundation (JKF)
36 Jomo Kenyatta University Enterprises Ltd
37 Jomo Kenyatta University of Agriculture & Technology
38 Kabarnet Medical Training Centre
39 Kabete Technical Training Institute
40 Kabianga University
41 Kagumo Teachers College
42 Kaiboi Technical Training Institute
43 Kaimosi Teachers' Training College
44 Kakamega Medical Training Centre
45 Kamwenja Teachers' Training College
46 Karatina University
47 Kenya Forestry College
48 Kenya Industrial Training Institute
49 Kenya Institute of Business Training
50 Kenya Institute of Curriculum Development (KICD)
51 Kenya Institute of Highways & Building Technology
52 Kenya Institute of Social Work and Community Development
53 Kenya Institute of Software Engineering
54 Kenya institute of Special Education (KISE)
55 Kenya Institute of Surveying & Mapping
56 Kenya Literature Bureau (KLB)
57 Kenya National Commission for UNESCO
58 Kenya National Examinations Council (KNEC)
59 Kenya National Innovation Agency
60 Kenya Power & Lighting Co. Training School
61 Kenya School of Monetary Studies

62 Kenya Science Teachers College (KSTC)
63 Kenya Technical Teachers College
64 Kenya Textile Training Institute
65 Kenya Universities & Placement Services
66 Kenyatta University
67 Kericho Teachers Training College
68 Kiambu Institute of Technology
69 Kibabii University
70 Kigari Teachers’ Training College
71 Kilifi Institute of Agriculture
72 Kilimambogo Teachers’ Training College
73 Kirinyaga University
74 Kisii Medical Training Centre
75 Kisii University
76 Kisumu Industrial Training Centre
77 Kisumu Polytechnic
78 Kitale Technical Training Institute
79 Laikipia University
80 Maasai Mara University
81 Machakos Institute of Technology
82 Machakos Medical Training Centre
83 Machakos Teachers’ Training College
84 Machakos University
85 Masai Technical Training Institute
86 Maseno University
87 Masinde Muliro University
88 Matongo Lutheran Teachers Training College
89 Mawego Technical Training Institute
90 Meru Medical Training Centre
91 Meru Teachers’ Training College
92 Meru Technical Training Institute
93 Meru University

94 Michuki Technical Training Institute
95 Migori Teachers' Training College
96 Moi Institute of Technology
97 Moi University
98 Moi-Baringo Teachers' College
99 Mombasa Industrial Training College
100 Mombasa Medical Training Centre
101 Mombasa Technical Training Institute
102 Mosoriot Teachers' Training College
103 Multi Media University
104 Murang'a Medical Training Centre
105 Murang'a Teachers' Training College
106 Muranga University
107 N.E.P Technical Training Institute
108 Nairobi Technical Training Institute
109 Nakuru Medical Training Centre
110 Nakuru Training Institute
111 Narok Teachers' Training College
112 National Industrial Vocational Training Centre
113 National Commission for Science, Technology and Innovation (NACOSTI)
114 National Industrial Vocational Training Centre
115 National Youth Service/ Institute of Business Studies
116 Nkabune Technical Training Institute
117 Nyandarua Institute of Science & Technology
118 Nyeri Medical Training Centre
119 Nyeri Technical Training Institute
120 Ol'lessos Technical Training Institute
121 PC Kinyanjui Technical Training Institute
122 Pioneer's Training Institute
123 Pwani University
124 Railway Training Institute
125 Ramogi Institute of Advanced Technology

126 Rift Valley Institute of Science and Technology
127 Rift Valley Technical Training Institute, Eldoret
128 Rivatex (East Africa) Ltd
129 Rongo University
130 Rwika Institute of Technology
131 Sacred Training Institute
132 Sagana Training Technical Institute
133 Sang'alo Institute of Science & Technology
134 School Equipment Production Unit
135 Sensei Institute of Technology
136 Shalom Information Technology Centre
137 Shanzu Teachers' Training College
138 Siaya Institute of Technology
139 Sigalagala Technical Training Institute
140 South Eastern Kenya University
141 St. John Teachers Training College
142 Taita Taveta University
143 Tambach Teachers' Training College
144 Teachers Service Commission (TSC)
145 Technical & Vocational Education & Training Authority
146 Technical & Vocational Education & Training, Curriculum Development, Assessment & Certification
147 Technical University of Kenya
148 Technical University of Mombasa
149 Thika Medical Training Centre
150 Thika Technical Training Institute
151 Thogoto Teachers' Training College
152 Times Training College
153 Tom Mboya Labour College
154 Trans Nzoia Teachers Training College
155 United Africa College
156 Unity College of Professional Studies

157 University of Eldoret

158 University of Nairobi

159 University Of Nairobi Enterprises Ltd

160 University Of Nairobi Press

161 Vision Stars Training Institute

162 Wright Flyers Aviation Institute

MINISTRY OF TOURISM

163 Bomas of Kenya

164 Brand Kenya Board

165 Export Promotion Council

166 Golf Hotel Kakamega

167 Kabarnet Hotel Ltd

168 Kenya National Trading Corporation (KNTC)

169 Kenya Safari Lodges & Hotels Ltd (KSLH)

170 Kenya Tourism Board (KTB)

171 Kenya Tourist Development Corporation (KTDC)

172 Kenya Tourist Finance Corporation

173 Kenya Utalii College (KUC)

174 Kenyatta International Convention Centre (KICC)

175 Mt Elgon Lodge

176 Sunset Hotel Kisumu

177 Tourism Fund

178 Tourism Fund Board of Trustees

179 Tourism Regulatory Authority

180 Tourism Research Institute

MINISTRY OF INDUSTRY, INVESTMENT AND TRADE

181 Anti-Counterfeiting Agency (ACA)

182 East African Portland Cement Company

183 Export Processing Zones Authority (EPZA)

184 Kenya National Accreditation Service (KENAS)

185 Kenya Bureau of Standards (KEBS)

186 Kenya Industrial Estates (KIE)

187 Kenya Industrial Property Institute (KIPI)

188 Kenya Industrial Research and Development Institute (KIRDI)

189 Kenya Investment Authority (KIA)

190 Kenya Wine Agencies (KWAL)

191 Micro and Small Enterprises Authority (MSEA)

192 New Kenya Co-operative Creameries (New KCC)

193 Numerical Machining Complex (NMC)

194 Sacco Societies Regulatory Authority (SASRA)

195 Yatta Vineyards Ltd

196 Development Bank of Kenya Ltd

197 Kwa Holdings

198 Industrial & Commercial Development Corporation

199 Small & Micro Enterprises Authority

MINISTRY OF HEALTH

200 Kenya Medical Research Institute (KEMRI)

201 Kenya Medical Supplies Authority (KEMSA)

202 National Hospital Insurance Fund (NHIF)

203 National Cancer Institute

204 Kenyatta National Hospital

205 Moi Teaching & Referral Hospital

206 National Aids Control Council

207 National Quality Control Laboratories

208 Kenya Medical Laboratory Technicians & Technologists Board

209 Kenya Nutritionists & Dieticians Institute

210 Nursing Council of Kenya

211 Kenya Medical Training Centre, Nairobi

212 Kenya Medical Training College - Nakuru

213 Pumwani Maternity Hospital

MINISTRY OF FINANCE AND NATIONAL TREASURY

214 Capital Market Authority

215 Competition Authority of Kenya

216 Consolidated Bank of Kenya

217 Deposit Protection Fund Board

218 Insurance Regulatory Authority

219 Kenya Accounts and Secretaries National Examinations Board

220 Kenya National Assurance Company (2001) ltd

221 Kenya Post Office Saving Bank

222 Kenya Reinsurance Corporation

223 Kenya Revenue Authority (KRA)

224 Kenya Trade Network Agency

225 National Bank of Kenya

226 Privatization Commission

227 Public Procurement Oversight Authority

228 Retirements Benefit Authority

229 State Corporations Appeals Tribunal

230 Agricultural Finance Corporation

231 Industrial Development Bank

232 Kenya Deposits Protection Authority

233 Finance Reporting Centre

234 Policy Holders Compensation Fund

235 Unclaimed Financial Assets Authority

236 Investor Compensation Fund Board

237 Kenya Institute of Supplies Examination Board

238 Kenya Institute of Supplies Management

239 Institute of Certifies Secretaries of Kenya

240 Institute of Certifies Public Accountants of Kenya

241 Local Authorities Provident Fund

MINISTRY OF SPORTS, CULTURE AND THE ARTS

242 Kenya Cultural Centre

243 Kenya Film Classification Board

244 Kenya National Library Service

245 National Museums of Kenya

246 Kenya Academy of Sports

247 National Sports Fund

248 Sports Kenya

249 National Youth Council

MINISTRY OF TRANSPORT AND INFRASTRUCTURE

250 Engineers Board of Kenya

251 Kenya Airports Authority (KAA)

252 Kenya Civil Aviation Authority (KCAA)

253 Kenya Ferry Services Ltd (KFS)

254 Kenya Maritime Authority (KMA)

255 Kenya National Highways Authority (KeNHA)

256 Kenya National Shipping Line (KNSL)

257 Kenya Ports Authority (KPA)

258 Kenya Railways Corporation (KRC)

259 Kenya Roads Board

260 Kenya Rural Roads Authority

261 Kenya Urban Roads Authority

262 National Transport and Safety Authority

263 Physical Planners Registration Board

264 Architects & Quantity Surveyors Registration Board

MINISTRY OF INFORMATION

265 Communications Appeal Tribunal

266 Kenya Broadcasting Corporation

267 Kenya Film Classification Board

268 Kenya Film Commission

269 Kenya Institute of Mass Communication

270 Konza Technopolis Development Authority

271 Media Council of Kenya

272 Postal Corporation of Kenya

273 The Kenya ICT Authority

274 The Kenya Yearbook Editorial Board (KYEB)

275 Brand Kenya Board

276 Information & Communications Technology Authority

277 Communications Commission of Kenya

MINISTRY OF LABOUR, SOCIAL SECURITY AND SERVICES

278 National Council for Children Services

279 National Council for Persons with Disabilities

280 National Industrial Training Authority

281 National Social Security Fund

282 Productivity Centre of Kenya

283 Social Protection Secretariat

284 Department of Occupational Health & Safety

285 National Social Security Assistance authority

MINISTRY OF ENVIRONMENT, NATURAL RESOURCES AND REGIONAL DEVELOPEMENT AUTHORITIES

286 Kenya Forest Research Institute (KEFRI)

287 Kenya Forest Service (KFS)

288 Kenya Water Tower Agency (KWTA)

289 Kenya Wildlife Service (KWS)

290 National Environment Management Authority (NEMA)

291 Mombasa Pipeline Board

292 Water Services Trust Fund

293 Nyayo Tea Zones Development Corporation

294 National Water Conservation & Pipeline Corporation

295 Water Resource Management Authority

296 Water Services Regulatory Board
297 Kenya Water Institute (KEWI)
298 Athi Water Service Board
299 Coast Water Service Board
300 Lake Victoria North Water Service Board
301 Lake Victoria South Water Service Board
302 Northern Water Service Board
303 Rift Valley Water Service Board
304 Tana Water Service Board
305 Tanathi Water Service Board
306 Coast Development Authority
307 Ewaso Nyiro North Development Authority
308 Ewaso Nyiro South Development Authority
309 Kerio Valley Development Authority
310 Lake Basin Development Authority
311 Tana & Athi Rivers Development Authority

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

312 National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA)
313 Kenya Citizens & Foreign Nationals Management Services
314 Kenya Red cross Society
315 St Johns Ambulance of Kenya

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

316 Kenya Building Research Centre
317 National Construction Authority
318 National Housing Corporation
319 Settlement Fund Trustees
320 National Land Commission

321 Research Development United Company Ltd

MINISTRY OF ENERGY AND PETROLEUM

322 Energy Regulatory Commission

323 Geothermal Development Company

324 Kenya Nuclear Electricity Board

325 Kenya Electricity Generating Company

326 Kenya Electricity Transmission Company

327 Kenya Petroleum Refineries

328 Kenya Pipeline Company

329 Kenya Power & lighting company

330 National Oil corporation

331 Renewable energy Portal

332 Rural Electrification Authority

MINISTRY OF DEFENSE

333 Kenya Ordnance Factories Corporation (KOFC)

MINISTRY OF Agriculture, Livestock & Fisheries

334 Cereals & Sugar Finance Corporation

335 Coffee Development Fund

336 Cotton Development Authority

337 Kenya Coconut Development Authority

338 Pyrethrum Regulatory Authority

339 Sisal Board of Kenya

340 Tea Board of Kenya

341 Coffee Board of Kenya

342 Kenya Sugar Board

343 Agro-Chemical & Food Company

344 Kenya Meat Commission

345 Muhoroni Sugar Company Ltd

346 South Nyanza Sugar Company Ltd
347 Kenya Seed Company
348 Kenya Veterinary Production Institute
349 National Cereals & Produce Board (NCPB)
350 Coffee Research Foundation
351 Kenya Agricultural Research Institute
352 Kenya Sugar Research Foundation
353 National Biosafety Authority
354 Agricultural Development Corporation
355 Kenya Animal Genetics Resource Centre
356 Kenya Tsetse & Trypanosomiasis Eradication Council
357 Agricultural Fisheries & Food Authority
358 Kenya Leather Development Council
359 Kenya Plant Inspectorate Services (KEPHIS)
360 National Irrigation Board
361 Bukura Agricultural College
362 Kenya Agricultural & Livestock Research Organisation
363 Kenya Marine & Fisheries Research Institute
364 Kenya Veterinary Board (KVB)
365 Animal Technicians Council
366 Horticultural Crops Development Authority
367 Chemilil Sugar Company Ltd
368 Nzoia Sugar Company Ltd
369 Kenya Dairy Board
370 Ministry of Livestock & Fisheries College - Ahiti Ndomba
371 Ministry of Livestock & Fisheries College - Ahiti Nyahururu
372 Ministry of Livestock & Fisheries College - Ahiti, Kabete

EXECUTIVE OFFICE OF THE PRESIDENT

373 LAPSSET Corridor Development Authority

DEVOLUTION & PLANNING

374 Anti-Female Genital Mutilation Board

375 South - South Centre

376 Youth Enterprise Fund

377 Constituency Development Fund (CDF)

378 Kenya National Bureau of Statistics

379 National Coordinating Agency for Population & Development

380 Public Benefits Organisations Regulatory Authority

381 Kenya School of Government

382 Kenya Institute of Public Policy Research & Analysis (KIPPRA)

383 Drought Management Authority

384 Institute of Human Resource Management (IHRM)

OFFICE OF THE ATTORNEY GENERAL & DEPARTMENT OF JUSTICE

385 Kenya Copyright Board

386 National Council of Law Reporting

387 Kenya Law Reform Commission

388 Nairobi Centre For International Arbitration

389 Council for Legal Education

390 Kenya School of Law

391 National Crime Research Centre

392 Law Society of Kenya