



## **Effects of Organizational Culture on Strategic Change Management in Mombasa County Government**

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## Abstract

Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers. Therefore, organizational change often requires changing the organization's culture and learning. It has been noted that initial reforms implemented in Kenya were not very successful in attaining the desired objectives as the civil service grew progressively inefficient hence threatening to halt the growth of the economy. With the devolved system of governances, three years down the line only 21% of Kenyans are satisfied with the county government's performance and 53% of Kenyans expressing their dissatisfaction with the performances of county governments majorly due to invisible developments and service delivery as a result of devolution. Mombasa County has also been shown to face serious challenges in service delivery despite the wide ranging reforms put in place over the years. The study established the effect of organizational culture on strategic change management in Mombasa County Government. Both retrospective and cross sectional descriptive survey research design were adopted. The study was conducted among 4102 employees of the County Government of Mombasa. 12 key informants were picked using convenience sampling method while simple random sampling was adopted to sample 364 junior staff. Findings indicated that there was a positive and significant relationship between Organizational Culture and Strategic Change Management. The study recommended the County government of Mombasa to focus on organizational culture since they were found to have a positive and significant effect on the strategic change management.

**Keywords:** *Organizational culture, Strategic Change management, County government and implementation*

## **1.0 Introduction**

### **1.1 Background of the Study**

Market dynamics have created challenges for public organizations, with the emergence of the global economy, advances in technology, increased societal demands, and the need to provide more social services with fewer resources (McInerney & Barrows, 2000). This is a deviation from the tradition where the public sector has been seen as a passive vehicle for executing social policy mandated by legislation but increasingly, however, businesses view the public sector as another provider of ‘services’ – services for which they pay taxes. To address increased demand for better quality services, the public sector must find ways of improving the efficiency and effectiveness of its service delivery (Oosterom, et al., 2007). This is prompting the public sector to explore new sustainable models for service delivery to improve customer experience and outcomes through enhanced service levels at the same or reduced cost (CAPAM, 2015).

Most of the change initiatives that occurred in the past in Kenya public sector in the past two decades were initiatives by the World Bank as part of the Structural Adjustments programs (SAPs) (Chemengich, 2013). However, more recently most changes in the Kenyan public sector have been as a result of the influence of the concept called New Public Management (NPM) driven by a combination of economic, social, political and technical forces in the continuous search for more cost effective methods of delivering quality services to the Kenyan citizens (Hamdok, Adejumobi, Mangué, Demeksa, Ranaivomanana, Tchoumavi, 2010). Key change management programs in the past include: the transfer of control through commercialization, subcontracting, leasing, divestiture, and outsourcing (Obudo & Wario, 2015).

The 2010 Constitution brought about change in the way the government discharges its duties and responsibilities to the Kenyan citizens. The devolved governments were expected to spur economic growth, political stability, and social advancement in line with Vision 2030 (Murithi, Njeru, Chege, Muluvi, Odhiambo, Otieno, 2013). Those efforts shall in their whole address the key barriers to economic consolidation such as poverty, joblessness, inequality and hence pave way for faster realization of Kenya Vision 2030 (Ministry of Devolution and Planning, 2015). The devolved system called for creation of new governance structures considered central to the new devolved governance framework including governors, county women representatives, county ward representatives, and senators (Laibuta, 2013). Success of change depends on people’s willingness to let go their current reality, have an ending got through a confused period in between(hell and the hallway), then a new beginning, however, no matter how good an idea is, it will always have early adopters, average adopters and laggards (Alande, 2013).

### **1.2 Statement of the Problem**

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

equitable service delivery for all (World Bank, 2012). The devolved units were expected to spur economic growth, political stability, and social advancement in line with Vision 2030 as well as address the key barriers to economic consolidation such as poverty, joblessness, inequality and hence pave way for faster realization of Kenya Vision 2030 (Murithi, et al., 2013; Ministry of Devolution and Planning, 2015).

Organizational change itself is a considerably complex activity; any tiny mistake in change management could lead to the failure of organizational change (Song, 2009). Organizational restructuring has been found to be very complex in Kenya's public sector because individual interests, political considerations and other factors compete often derailing change and negatively impacting the reforms envisioned by the desired new structure (Ministry of devolution and planning, 2015). Achieving the benefits of devolved require change at two levels. The central government controls to be relaxed to give the new county government leaders powers to manage effectively and at the county level point of service delivery further delegation is required in order to shape the services around the needs and aspirations and communities. Devolved government invariably involves a shift of power and control, and thus finding new to support accountability, performance and public confidence while allowing for innovation and locally designed solutions to meet citizens' needs is a challenge (Australian Public Service Commission, 2013). However, in Kenya's public sector, individual interests, political considerations, and other factors compete, often derailing change and negatively impacting the reforms envisioned during restructuring (Mulaki & Williamson, 2015). As from the onset of the new governance, it faced resistance from many quotas posturing and tug of war between some leaders and institutions on the one hand and between the national and county governments on the other (Nyachae, 2015). In order for the Mombasa County government to achieve targets of becoming a vibrant modern regional commercial hub with high standards of living for its residents as envisaged in its 2013-2017 Integrated Development Plan, it has to contend with resistance to change (County Government of Mombasa, 2013).

Moreover, devolution has been facing a number of challenges that has been the sole reason for under optimization of its performance, for instance, development and recurrent budget absorption in the financial year 2013/2014 was 21.6% and 78.4% respectively (Nyambane, 2014; Office of the Controller of Budget, 2014). Although there has been significant improvement in budget absorption to 92.4% in recurrent expenditure, the absorption in the development expenditure remains stagnated at 62.4% (Office of the Controller of Budget, 2015). In Mombasa County, absorption of budgeted funds stood at a high 84.1% on recurrent expenditure and 65.7% (up from 2.4% in 2013/2014) on development expenditure of while revenue collection was 48.7% of the annual target during the financial year 2014/2015 (Office of the Controller of Budget, 2014; Office of the Controller of Budget, 2015). This low collection of revenue and slow absorption of development funds was attributed to the various challenges of devolution chief among them as cited in the report being structural challenge (Office of the Controller of Budget, 2015). Premised on these statistics and general trend in the county governments the study established effect of organizational culture on strategic change management in Mombasa County Government.

### **1.3 Specific Objective**

To establish the effects of organizational culture on strategic change management in Mombasa County Government.

### **1.4 Research Hypothesis**

**H<sub>0</sub>:** Organizational culture has no significant effect on strategic change management in Mombasa County Government.

## **2.0 Literature Review**

### **2.1 Theoretical Review**

The study relied on the Dennison culture profile to understand organizational culture and effect on strategic change management. Organizational culture is the deeply rooted values and beliefs that are shared by personnel in an organization developed and adopted through mutual experience and which help them determine the meaning of the world around them and how to behave in it since it determines the right way in which things are done or problems should be understood in the organization (Sun, 2008; Janićijević, 2012). The Denison Organizational Culture Model illustrates four dimensions of culture, that is, adaptability, mission, consistency and involvement (Desson & Clouthier, 2010). According to this framework, a strong culture is represented by high scores in the involvement, consistency, and mission and adaptability cultural traits when compared to a norm group of high performing organizations (Denison, Nieminen, & Kotrba, 2012).

Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers (Ayiecha & Senaji, 2014). Organizational culture determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Ekwutosi & Moses, 2012). This leads to the presumption that organizational culture has an impact on the way in which an organization changes, and that matching of organizational culture and change strategy will improve the efficiency of the change process. In this theory, people should be aware that cultural change is a transformation process; behavior must be unlearned first before new behavior can be learned in its place (Van Vliet, 2014). When a difference arises between the desired and the prevailing culture, cultural interventions should take place. This theory is relevant to the organizational culture variable of this study as it highlights four different facets of culture which positively influence the change management process. Further, this theory explains that strong organizational culture has been found to foster a positive response to intended change while a weak organizational culture tends to create a hostile environment for the desired organizational change.

## 2.2 Empirical Review

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

In a study among Iranian Karafarin Bank employees it was found out that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success were significantly associated with strategy implementation (Ahmadi, Salamzadeh, Daraei, & Akbari, 2012). But this study was only limited to organizational culture. A study by Khaunya, Wawire and Chepng'eno (2015) notes significant progress made by the county governments in the strategy of decentralization. The study established that the Counties have been faced with a myriad of challenges that indeed stand in the way of the realized achievements, namely lack of political goodwill, inadequate funding, 'devolved' corruption, nepotism, inability to absorb some devolved functions and mistrust among stakeholders. This study however, was only limited to desktop research in its methodology.

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

## 2.3 Conceptual Framework

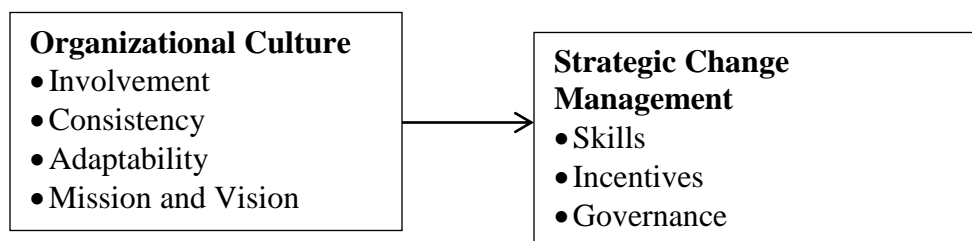


Figure 1: Conceptual Framework

### **2.3.1 Strategic Change Management**

Strategic change is a way of changing the objectives of the company in order to obtain greater success (Belias & Koustelios, 2014). Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment (Rees & Hall, 2013). In simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success (Naghbi & Baban, 2011). Strategic change can be distinguished from organizational change in the essence strategic change is as a result of the company initiating proactive initiatives to manage new strategies and their impact on people in an organization while the organizational change is the change that happens continuously within organizations manifested in its two extremes – slow organizational change (gradual introduction characterized by a low level of resistance) and fast organizational change (sudden introduction as a part of a major initiative, therefore characterized by a higher level of resistance) (Lynch, 2009; Stoyanova & Hejndorf, 2011).

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

### **2.3.2 Organizational Culture**

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2008). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time (De Bono, Jones, & Van Der Heijden, 2011). According to Desson and Clouthier (2010), there are five basic features of organizational culture: a shared understanding of the organization's mission; values that guide decision-making and activity at all levels in the organization; the focus and management style of senior officers; how employees think of their relationships with management, one-another, partner organizations, and clients; and how an organization conducts its day-to-day business.

Organizational culture characterize a setting and are taught to newcomers as the proper way to think and feel communicated by myths and stories people tell about how the organization came to be the way it is as it solved problems associated with the external adaptation and integration

(Schein, 2010; Zohar & Hofmann, 2014). Because organizational culture shapes basic assumptions and values, it is considered to guide life in organizations (Schneider, Ehrhart, & Macey, 2013). Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers (Ayiecha & Senaji, 2014). Desson and Clouthier (2010) further indicated that organizational culture was known to have an effect on management styles within an organization, further clarifying that organizational culture had the ability to shape the speed and efficiency with which things were done. Therefore, organizational change often requires changing the organization's culture and learning (Kazmi, 2008). Further, in order to transform a public service that by and large is characterized by corruption, low productivity, inefficiency, lack of transparency and accountability to an accountable, responsive, functioning and performance based one, there must be change of both behavior and culture of the society (Lankeu & Maket, 2012).

### 3.0 Research Methodology

The study adopted both retrospective and cross sectional descriptive survey research designs. The study was conducted among 4102 employees of the County Government of Mombasa as at April 2016. Among these employees, 38 were senior managers including: The Governor, deputy governor, members of county executive committees, chief officers and departmental directors while the rest are junior officers. Simple random sampling was adopted to sample the junior staff with Yamane (1967) formula used to calculate its sample size to be 364 employees. 12 key informants were picked using convenience sampling method. The quantitative data collected were coded, processed and cleaned off any inconsistencies and outliers. The qualitative data was analyzed through the selection of concepts, categories and themes. Descriptive statistics was used in formulating frequency tables, graphs and charts. Relationship between the organizational culture and the strategic change management was established using multiple linear regression model. The regression model is;

$$Y = b_0 + b_1X_1 + \varepsilon$$

Where

$Y$  = Strategic Change Management

$b_0$  = Constant

$b_1$  = Coefficient for Organizational Culture

$\varepsilon$  = Error term



## 4.0 Research Findings and Discussion

### 4.1 Response Rate

The total number of questionnaires administered were 364 and all of them were returned and correctly filled representing a response rate of 100% as summarized in Table 1. This response rate was appropriate since Kothari (2011) argued that 50% response rate is adequate, 60% good and above 70% rated as appropriate for analysis.

**Table 1: Response Rate**

Questionnaires	Frequency	Percentage
Returned	364	100%
Non returned	0	0.00%
<b>Total</b>	<b>364</b>	<b>100</b>

### 4.2 Reliability Results

Reliability analysis was done to evaluate survey constructs. Reliability analysis was evaluated using Cronbach's alpha. Sekaran and Bougie (2013) argued that coefficient greater than or equal to 0.7 is acceptable for basic research.

**Table 2: Summary of Reliability Coefficient of the Study Variables**

Variables	Number of items	Reliability Cronbach's Alpha	Comments
Organizational Culture	12	0.914	Accepted
Strategic Change Management	21	0.965	Accepted

Bagozzi (1994) explains that reliability can be seen from two sides: reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). The most common reliability coefficient is Cronbach's alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test-internal coherence of data. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test.

The findings on Table 2 indicated that organizational culture and Strategic Change Management had Cronbach alpha of 0.914 and 0.965 respectively. All variables depicted that the value of Cronbach's Alpha were above value of 0.7 thus the study variables were reliable. This represented high level of reliability. The reliability results agree with those of Saunders *et al.* (2009) that a reliable measurement is one that if it will be repeated for a second time, it will give the same results as in the first case.

### 4.3 Factor Analysis

#### 4.3.1 Factor Loading for Organizational Culture

Factor analysis was conducted on statements regarding Organizational Culture. Table 3 shows the set of sub variables under the variable organizational Culture. Which according to Mabert et al (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was drop dropped.

**Table 3: Factor Loading for Organizational Culture**

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

#### 4.3.2 Factor Loading for Strategic Change Management

Factor analysis was conducted on statements regarding Strategic Change Management. Table 4 shows the set of sub variables under the variable Strategic Change Management. Which according to Mabert et al. (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was drop dropped.

**Table 4: Factor Loading for Strategic Change Management**

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

#### **4.4 Descriptive Statistics**

This section contains descriptive analysis for organizational culture and strategic change management. The results were presented in form of percentages, mean and standard deviations.

##### **4.4.1 Organizational Culture on Strategic Change**

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

Regarding involvement, results in Table 5 shows that majority 64.30% (51.10% + 13.20%) disagreed that decisions are usually made at the level where the best information is available. The results had a mean response of 2.2 with a standard deviation of 1.4. Secondly, majority 64.8% disagreed that Work is organized so that each person can see the relationship between his

or her job and goals of the organization. The results had a mean response of 2.2 with a standard deviation of 1.4. 49.50% disagreed that there is continuous investment in the skills of employees. The results had a mean response of 2.6 with a standard deviation of 1.5.

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

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

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

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

**Table 5: Descriptive Analysis on Organizational Culture**

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

#### **4.4.2 Strategic Change Management**

The study was also examined the determinants of strategic change management in Mombasa County Government. In pursuing this, the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 6.

Results in Table 6 shows that majority 64.80% (39.80% + 25.00%) disagreed that they examined external trends, issues and problems confronting it. The results had a mean response of 2.3 with a standard deviation of 1.4. Secondly, majority 62.1% disagreed that they identified and discussed actual or potential crises or major opportunities. The results had a mean response of 2.4 with a standard deviation of 1.4. Majority 57.4% agreed that they established an increased sense of urgency around needed change. The results had a mean response 3.3 with a standard deviation of 1.4. Further, majority 69.80% disagreed that got the group to work together effectively as a team. The results had a mean response of 2.2 with a standard deviation of 1.3.

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

Majority 71.70% disagreed that management encouraged reasonable risk-taking and non-traditional ideas and actions. The results had a mean response of 2.1 with a standard deviation of 1.3. 51.9% disagreed that Focused on results rather than activities. The results had a mean response of 2.7 with a standard deviation of 1.5. 63.50% disagreed that there was planning for visible short-term improvements in performance (quick "wins"). The results had a mean response of 2.4 with a standard deviation of 1.4. 70.60% disagreed that management visibly recognized and rewarded people who make the wins possible. The results had a mean response of 2.1 with a standard deviation of 1.3. 69.5% disagreed that there is Monitored and adjusted strategies in response to problems in the change. The results had a mean response of 2.1 with a standard deviation of 1.4. 68.7% disagreed that there is Aligned policies, systems, structures and practices to fit each other. The results had a mean response of 2.2 with a standard deviation of 1.4 meaning that the responses were clustered around the mean response.

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

**Table 6: Strategic Change Management**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Examined external trends, issues and problems confronting it	39.8%	25.0%	5.5%	22.8%	6.9%	2.3	1.4
Identified and discussed actual or potential crises or major opportunities	37.9%	24.2%	5.5%	22.5%	9.9%	2.4	1.4
Established an increased sense of urgency around needed change	16.8%	20.3%	5.5%	41.5%	15.9%	3.2	1.4
Put together a group with enough power to lead the change	15.7%	18.7%	5.5%	42.6%	17.6%	3.3	1.4
Got the group to work together effectively as a team	36.3%	33.5%	6.9%	16.8%	6.6%	2.2	1.3
Created a vision and strategy to help guide the change effort	16.8%	18.4%	6.3%	40.4%	18.1%	3.3	1.4
Ensured that it had a shared vision and strategy	46.2%	23.6%	6.3%	17.0%	6.9%	2.2	1.3
Continuously used every available vehicle to communicate the new vision	48.6%	24.5%	5.8%	15.9%	5.2%	2.1	1.3
Had the leadership team role-model the behavior expected of employees	48.6%	24.2%	6.3%	15.4%	5.5%	2.1	1.3
Eliminated obstacles to the planned change	48.9%	23.1%	6.3%	16.2%	5.5%	2.1	1.3
Modified systems or structures that undermine the change vision	37.6%	21.7%	6.0%	22.5%	12.1%	2.5	1.5
Encouraged reasonable risk-taking and non-traditional ideas and actions	46.7%	25.0%	5.8%	15.4%	7.1%	2.1	1.3

Focused on results rather than activities	31.3%	20.6%	8.8%	23.1%	16.2%	2.7	1.5
Planned for visible short-term improvements in performance (quick “wins”)	40.1%	23.4%	7.1%	19.8%	9.6%	2.4	1.4
Visibly recognized and rewarded people who make the wins possible	47.0%	23.6%	7.1%	14.8%	7.4%	2.1	1.3
Monitored and adjusted strategies in response to problems in the change p	48.6%	20.9%	5.5%	17.6%	7.4%	2.1	1.4
Aligned all policies, systems, structures and practices to fit each other	47.0%	21.7%	6.0%	18.1%	7.1%	2.2	1.4
Hired, promoted and developed people who can implement the change vision	43.1%	21.2%	6.0%	20.1%	9.6%	2.3	1.4
Reinvigorated the change process through new projects, themes and change	50.8%	22.5%	4.7%	15.9%	6.0%	2.0	1.3
Articulated the connection between new behaviors and organizational success	51.4%	22.5%	4.7%	15.4%	6.0%	2.0	1.3
Created processes to ensure leadership development and succession	50.0%	23.1%	4.7%	15.9%	6.3%	2.1	1.3
<b>Average</b>						<b>2.4</b>	<b>1.4</b>

#### 4.5 Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, strategic change management and the independent variable, organization culture. The mean score for the independent variable was calculated and the Pearson’s correlation obtained using SPSS. The results in Table 7 indicated that organizational culture was positively and significantly associated to strategic change management ( $r=0.839$ ,  $p=0.000<0.05$ ). The finding is consistent with that of D’ortenzio (2012) who noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. However, it was noted that organizations that exhibited lean structures, strong leadership, conducive organizational environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.



**Table 7: Correlation Analysis**

		Strategic change management	Organizational Culture
Strategic Change Management	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Organizational Culture	Pearson Correlation	.839**	1.000
	Sig. (2-tailed)	0.000	

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

#### 4.6 Regression Analysis

This section contains simple regression analysis for strategic management change and organizational culture. This was done per objective. The statistics in this section include model fitness, Analysis of Variance (ANOVA) tests and regression coefficients.

##### 4.6.1 Regression analysis for Organization Culture and Strategic Change Management

Regression analysis was conducted between Organizational Culture and Strategic Change Management. The results presented in Table 8 present the fitness of model used of the regression model in explaining the study phenomena. Organizational Culture was found to be satisfactory in explaining Strategic Change Management. This is supported by coefficient of determination also known as the R square of 0.704. This means that Organizational Culture explains 70.4% of the variations in the dependent variable which is Strategic Change Management.

**Table 8: Model Fitness for Organizational Culture**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.839	0.704	0.704	0.544378

Table 9 provides the results on the analysis of the variance (ANOVA) for Organizational Culture. The results indicate that the overall model was statistically significant. Further, the results imply that the Organizational Culture is a good predictor of Strategic Change Management. This was supported by an F statistic of 862.912 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

**Table 9: Analysis of Variance (ANOVA) for Organizational Culture**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	255.722	1	255.722	862.912	.000
Residual	107.278	362	0.296		
Total	363	363			

Regression coefficients in Table 10, revealed that there was a positive and significant relationship between Organizational Culture and Strategic Change Management ( $r=0.839$ ,  $p=0.000$ ). This was supported by a calculated t-statistic of 29.375 which is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organization Culture leads to an improvement in Strategic Change Management by 0.839 units holding other factors constant.

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

**Table 10: Regression of Coefficients for Organizational Culture**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-8.75	0.029		0.000	1.000
Organizational Culture	0.839	0.029	0.839	29.375	0.000

$$Y = -8.75 + 0.839X$$

Where: Y = Strategic Change Management

X = Organizational Culture

#### 4.6.2 Hypothesis Testing for Organizational Cultures

**$H_0$ : Organizational culture has no significant effect on strategic change management in Mombasa County Government.**

The hypothesis was tested by using simple linear regression and determined using p-value (refer to Table 10). The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the  $H_0$  but if it is more than 0.05, the  $H_{01}$  is not rejected. Therefore the null hypothesis is that Organizational culture has no significant effect on strategic change management in Mombasa County Government. Results in Table 10 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 29.375 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Organizational culture has a significant effect on strategic change management in Mombasa County Government.

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

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

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

## **5.0 Conclusions**

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

## **6.0 Recommendations**

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

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

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