FACTORS AFFECTING CHANGE MANAGEMENT IN THE OFFICE OF DIRECTOR OF PUBLIC PROSECUTIONS IN NAKURU COUNTY, KENYA

BY

HILLARY BRANTON ISIAHO MAKULI

This dissertation is submitted to the Faculty of Business, Computer Science and Communication Studies in partial fulfilment of the requirements for the award of the Master of Business Administration (Strategic Management and Leadership) degree from St. Paul's University

AUGUST 2018

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Supervisors: **Dr. David Gichuhi**
Mr. James Mwangi

AUGUST 2018

DECLARATION

This dissertation is my original work and has never been submitted for any academic award in any University

Signature …… Date……

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Reg. no: MBA/NKR/2220/17

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We confirm that the work reported in this dissertation was carried out by the student under our supervision.

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ACKNOWLEDGEMENT

Special thanks go to my supervisors Dr. Gichuhi and Mr. Mwangi for their guidance during the entire research period. Their constructive Criticism, careful guidance and patience enabled me to complete this project in time while still managing other commitments on the side. My mother Emily Isiaho too, for her support and encouragement as I worked long hours after work, her constant support and encouragement made this dissertation completion a success. She was a source of inspiration all through. I would like to thank those who agreed to avail themselves for the interviews, taking their time to answer the different questions cooperatively. Special thanks go to the panel that were present during the presentation of this dissertation. My classmates in the MBA 2016/2017 cohort who were also a source of encouragement especially during the whole research phase.

ABSTRACT

One of the major changes done after the promulgation of the new constitution in 2010 was the establishment of an independent Director of Public Prosecutions to exercise prosecutorial powers previously held by the Attorney General. These changes were meant to usher a new era of independence, transparency and accountability in the exercise of state powers of prosecution. In light of the highlighted changes, this study sought to examine some of the factors that affect change management in the Office of Director of Public Prosecutions, an area that has not been specifically studied. The study was guided by the following specific objectives; to examine effect of organization structure, organizational culture, organization resources and leadership on change management in the Office of Director of Public Prosecutions in Nakuru County. The study was based on kurt lewin's change management model, management systems theories, resource based view theory and stewardship theory. The target population comprised 3 Senior Assistant Deputy Prosecution counsels and 48 Assistant Prosecution counsels who are distributed across the three sub-branches. The study used descriptive survey research design while a census survey was adopted. Primary data was collected using structured questionnaires. Data was analyzed using both descriptive statistics such as percentages, means and standard deviations while inferential statistics methods included; correlation coefficient and multiple regression. The research findings were presented inform of percentages, frequency distribution tables, and inferential statistics tables. The research findings indicate that there exists a significant, positive correlation between organization structure, organization culture, organization resources, leadership and change management. It was also established that there exists a significant association between all the independent variables and change management. It was concluded that organization structure, organization culture, organization resources and leadership have a significant effect on Change Management and a positive non-causal relationship with change management. It was recommended that The Office of Director of Public Prosecutions ensure that employees are given authority to make decisions and take actions to meet the needs and expectations of the organization in a bid to enhance change management. There should also be a continuous organizational learning so as to help all staff understand the organization's strategic direction and goals towards change management. The Office of Director of Public Prosecutions should ensure that enough staffs are employed in a bid to enhance service delivery to the public and steer change management. The Office of Director of Public Prosecutions should ensure that there is cordial interaction between the management team and subordinate staff, toward achieving set organizational objectives on change management.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANT	Actor Network Theory
CEO	Chief Executive Officer
DPP	Director of Public Prosecutions
NACOSTI	National Commission for Science, Technology and Innovation
ODPP	Office of Director of Public Prosecutions
RBV	Resource Based View
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In a fast changing world, transforming economies, refining governments, shifting consumer preferences and dynamic competition, it is not a question of whether organisations should change but of where, how and in what direction they must change. Organisations transformation is guaranteed, just like living things. Organisations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit & Meyer, 2010). The society is always faced by both unprecedented and planned changes in the environment it occupies. Change is something that forces one out of his comfort zone which is either for better or for worse depending on the angle the perceiver views it from. Just like living things organizations experience change as they go through their existence. This can happen as a result of a number of reasons but in the end organizations change how they are structured to better meet their goals and growth.

Organizational change encompasses moving from the known to the unknown, from the relative certainty to relative uncertainty, from familiar to unfamiliar territory (De Wit & Meyer, 2010). These are firm's efforts that are directed towards moving from one stage to another to achieve the mission and vision of the organization taking care of the major stakeholders. The rate of change experienced or happening around firms nowadays is faster than yester years this fact makes it very important for organizations to consider and therefore put in place speedy adaptive measures in order to remain competitive. Organisations transform from one state to another. This transformation process can cause stress and uncertainty and in order to be successful the organisation must embrace many types of change. Areas that organisations need to improve during this process are; improved production technologies, create new products desired in the market place, implement new administrative systems and upgrade employees' skills (Senge et al., 2009). According to Martin (2005), management of change refers to the structured strategy and process for managing change within an organisation and more importantly managing the reaction to change by employees. Organizational failure occurs when organisations fail to adapt appropriately and timely. Most organisations have embraced the idea of change management in their business processes.

The nature of the organization and the people involved to a large extent determines the success or failure of management of change by the firm. Understanding of the change process by employees of the firm is key, and belief that your organization can successfully change (Lothians 2008). Auerbachian (2003) asserts that organizations need to invent new ways in their operations in order to remain relevant in the modern world. Like other change initiatives public sector reforms entails the government redesigning its public institutions in order to enhance the service delivery to the members of the public. An essential requirement in the work place today is the ability to manage and adapt to organizational change. Performance of employees during and after change is affected by how change management is handled. Change process affects the behavior of employees and this is manifested through their emotional responses and most of them tend to fear (Luthans, 2008).

A study conducted in US according to Dicke (2007) concluded that employee engagement in the change process is essential as it leads to increased "buy-in" and better performance. Employee engagement is one of the primary management strategies for successfully implementing a change management initiative. Functions of change management include communication as the main function while others are collaboration, information flow, trust, and effective problem solving. Attitudes and behavior changes, Technological changes, operational changes (including structural changes), strategic changes and mission changes are examples of some of the management changes undertaken by organizations. Successful implementation of change must begin with analysis of the situation at hand in order to determine both the need for change and the capability to change. A change management plan should include the objectives, content, and process of change. The change management plan goes a long way in assisting in the change management implementation process (Marshak, 2005). Prosci (2009) observes that in today's dynamic and uncertain business environment, organizational success is often determined by its challenge to modify its operations as organizations must undertake or undergo changes to exist in a competitive market or to evolve, however with these multiple changes comes great resistance. The success of organizational change efforts depends on how leaders handle the process (Crispino, 2008).

People management is as important as planning and finance in order to achieve successful implementation of the change initiatives (McCarthy & David, 2010). McCarthy and David (2010) further argue that organizations need to tread carefully in balancing the various variables to come up with a strategy to implement change, which is managing change. According to Nickols (2002) the first and foremost obvious definition of change management refers to making changes in a planned or systematic fashion. He asserts that due to the complexity of the change management and implementation process, awareness of the organization of the need to change and have a systematic plan of implementing the change is paramount because of the interdependencies be organizational stakeholders, the organization, its people and supporting technologies; any changes in one or more aspects are likely to affect one or more of the others. Providing training at the right time, changing employee behavior, gaining buy-in of the staff, and managing transfers in and out of organizations are vital to achieving the desired outcomes and are referred to as the "softer" aspects of business change.

In a research that a research carried out on six global companies among them Sprint Corporation, Motorola Inc., and New York Times whose findings were presented to The Corporate Board, Guy and Beaman (2005) observed that 73% of the companies realized either modest formalization (54%) or attained formalized change management process to a great extent (19%). Additionally, the top three implementation techniques to carry out initiatives are communication, employee participation and linking implementation to individual performance. Others include; objectives and compensation. Further, he lists five criteria most commonly factored in to selecting a change model or strategy include market demand (68%), availability of budget (52%), availability of other resources (47%), changes in leadership (41%), and employee satisfaction and turnover (37%). Organizations in countries like South Africa approach this phenomenon in two ways; first, the level of strain during the change process depends on the impact the change has on the individuals own job. This means high personal demands on employees tend to translate into high strain on them. Secondly, improper management of change which has a significant impact on the work unit in terms of fairness, also tends to lead to experiences of personal strain. The end result would be high labour turn over and low production (Dastrur, 2010).

The publicly owned organizations are major players in the service delivery to populace, coupled with the public sector reforms; it remains an on-going policy objective for many countries including Kenya. In order to improve efficiency, service delivery and general performance in organizations, change management is critical in managing organizations. In Kenya, the public sector is undergoing reforms to have its administrative systems to better serve needs of the government and citizenry with improved delivery of public service (Kandula, 2006).

1.1.1 Office of the Director of Public Prosecutions

The office of the Director of Public Prosecutions is established under Article 157 of the Constitution of Kenya 2010. The Constitution and the Director of Public Prosecutions Act section 26 and 27 thereof, provide that the Director of Public Prosecutions (DPP) has two powers: the power to direct the Inspector General of the National Police Service and any other investigative agency to investigate any information or allegation of criminal conduct, and state powers of prosecution (ODPP, 2017). With regard to the exercise of state powers of prosecution, the DPP may institute, undertake, take over, continue or discontinue at any stage before judgment (with the consent of the court) criminal proceedings against any person before any court, other than a court martial. The ODPP Act 2013 empowers the DPP to formulate a National Public Prosecution Policy and keep it under regular review. The Kenyan constitution also empowers the DPP to exercise its powers independently without the consent, authority, direction or control of any person or authority. Further the constitution and the ODPP Act allow the institution of private prosecutions. The DPP may exercise prosecutorial powers in person or through officers' subordinate to him or her, acting in accord with his or her general or special instructions (ODPP, 2017).

1.1.2 Changes at the Office of the Director of Public Prosecutions

According to the second edition of the National Prosecution policy, Public Prosecutions was initially under the office of the Attorney General. This had been like that since the time Republic of Kenya attained independence from colonial rule. The attorney General exercised prosecutorial powers which included the power to institute, takeover, continue and terminate prosecutions through entering of *nolleprosequi* without the leave of court.

Majority of prosecutions in the post-independence era were conducted by the police in the magistracy level save for cases for which the High Court was the Court of first instance, such as, cases of murder, treason and sedition. Bail could not be granted for offences attracting capital punishment. The intermittent independence of the Attorney General partly shaped the character of prosecutions from independence to 2010, which were at times arbitrary or politically influenced.

One the major changes done after the promulgation of the new constitution in 2010 was the establishment of an independent Director of Public Prosecutions to exercise prosecutorial powers previously held by the Attorney General. These changes were meant to usher a new era of independence, transparency and accountability in the exercise of state powers of prosecution. It would also be noteworthy to state that prior to this, public prosecutors had exercised prosecutorial powers without the support of a clearly defined and documented policy framework. This changed in the year 2007 when the then Attorney General published the first edition of the National Prosecution Policy, the first in Africa. The first edition of the policy provided guidance to prosecutors on what they should consider in the conduct of public prosecutions. The new constitution brought forth the need for a review of the first edition of the National Prosecution Policy to guide prosecutorial practice, institutional development and mirror international standards and best practises (ODPP, 2017).

The changes saw the DPP for the first time hired competitively and consequently the ODPP was established. Other changes included structural adjustments to better discharge the prosecution function. The structural adjustments saw the creation of four thematic directorates within the Office namely; Offences against the person, International Economic and Emerging Crimes, County Affairs and Regulatory Prosecutions and Central Facilitation Services. This meant that the DPP had to embark on a massive recruitment of personnel to service the directorates. The policy document requires prosecutorial power to exercise with due recognition that they are derived from the sovereignty of the people and must be employed within the confines of the constitution and the law. The policy also expounds on the application of the powers in the context of the principles of access to justice, open justice and human rights, as well as, transparency and accountability (ODPP, 2017).

Some of the challenges faced by the newly constituted ODPP in the performance of its mandate include emerging and complex crime. These challenges are further compounded by increased globalization and the proliferation of trans-national crime. Transnational crime may include: human trafficking, people smuggling, smuggling/trafficking of goods (such as arms trafficking and drug trafficking and illegal animal and plant products and other goods prohibited on environmental grounds (example, banned ozone depleting substances), sex slavery, terrorism offences, torture and apartheid. At the National level, the policy document emphasizes the need for inter-agency cooperation particularly between the investigative and prosecutorial functions. At the international level it recognises the broader need for international cooperation with special regard to mutual legal assistance (ODPP, 2017).

The policy also sets out the factors to be considered when applying the two stage test on the decision to charge. Introduced the threshold test to address the challenges arising from the constitutional "24 hour rule" and made provision for review of charging decisions. The policy is a vital and indispensable tool for every prosecutor in their daily function. It also provides guideposts on the selection of charges, and explains the various critical roles of the prosecutor In and out of court and the essential considerations when discharging those roles. The policy also aims to empower the public to demand a fair, efficient and effective prosecutorial service. All in all the ODPP hopes that the recent changes made to the office was go a long way in strengthening of the rule of law culture in Kenya and beyond. This study sought to examine factors affecting change management in the office of the ODPP.

1.2 Statement of the problem

The ODPP policy now requires that the exercise of prosecutorial powers must be viewed in the context of contributing to the national development goals. It states that efficient, effective and fair prosecutions is critical for the promotion of the rule of law, fair administration of justice and a conducive and secure environment for development. The highlighted changes at the ODPP which include; (i) establishment of an independent ODPP (ii) enactment of a national prosecution policy and (iii) structural adjustments, demand a high standard of professionalism expected of prosecutors in the new Constitutional dispensation which require a paradigm shift in the general conduct of prosecutions and especially the decision to charge. In performing this role, the policy also requires the DPP and officers subordinate thereto to respect human rights

and fundamental freedoms without discrimination, the observance of the right to a fair trial and equality before the law. The policy document serves to demystify not only to prosecutors but also the public, the manner in which decision making is undertaken, showcasing how prosecutorial discretion should be exercised based on clear, rational and principled examination of the sufficiency of evidence and the public interest. Change is inevitable continuous process that determines long-term direction and performance of organization to ensure careful formulation, effective implementation and continuous evaluation of strategy taking place (Abramson &Lawrence, 2001). Pettigrew (2000), Boyne (2006) and D'ortenzio (2012) identified change initiators as influential in management change in public organizations. According to an annual anti-corruption report released by ODPP (2017), some of the challenges his office has faced include slow pace in effecting changes outlined in the ODPP Act thus affecting service delivery and the office's mandate. The report indicated that ODPP was yet to take over 100 per cent prosecutions of corruption and economic crimes, other challenges include inability to attract and retain qualified legal staff, limited office space and library facilities as well as lack of research facilities (ODPP, 2017).Thus ODPP policy document has to be effectively implemented in a bid to ensure effective service delivery. In light of the highlighted changes, this study sought to examine factors that affect change management in the ODPP, an area that has not been specifically studied. Thus, the topic under study remained grossly under researched forming a fundamental research base for the study.

1.3 Research Objectives

The study was guided by the following research objectives.

1.3.1 General Objective

To examine factors influencing change management in the Office of Director of Public Prosecutions in Nakuru County

1.3.2 Specific Objectives

To achieve the general objective, the study was guided by the following specific objectives:

i. To examine effect of organization structure on change management in the Office of Director of Public Prosecutions in Nakuru County

ii. To assess effect of organizational culture on change management in the Office of Director of Public Prosecutions in Nakuru County

iii. To identify effect of organization resources on change management in the Office of Director of Public Prosecutions in Nakuru County

iv. To establish effect of leadership on change management in the Office of Director of Public Prosecutions in Nakuru County

1.4 Research Hypotheses

The following research hypotheses were tested

$H0_1$: Organization structure has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County

H_{02}: Organizational culture has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County

H_{03}: Organization resources has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County

H_{04}: Leadership has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County

1.5 Scope of the study

This study was carried out to identify factors influencing change management in the Office of Director of Public Prosecutions in Nakuru County. Nakuru County was used as a case study for convenience purposes. Factors examined included; organization structure, organizational culture, organization resources and leadership regressed, against change management. Respondents' sample was drawn from Nakuru County ODPP sub-branches namely; Nakuru, Molo and Naivasha. The target population comprised 3 Senior Assistant Deputy Prosecution counsels and 48 Assistant Prosecution counsels who are distributed across the three sub-branches. Primary data used was collected from all the respondents. The study was carried out in a period of two months.

1.6 Significance of the study

The study findings will provide useful insights the management and policy makers in ODPP on how to address organisational change management to enhance effective service delivery. The

research findings will also be significant to other stakeholders such as the Judiciary, Ethics and Anti-Corruption Commission and National police service whom the ODPP has entered into and fostered collaboration in order to ensure and enhance the realization of the ODPP Act and the office's mandate. Through these findings, there will be existing knowledge which can be used by any interested party who wishes to understand the link between change management which is the outcome variable and influencing factors which are the predictor variables. The research findings will form a research base for practitioners and scholars in academia who may wish to further the research topic.

1.7Assumptions of the Study

The researcher assumes that all the respondents understand the changes that have occurred in ODPP. The study also assumes that respondents have played part in change management process at ODPP. It is also assumed that the examined factors affect change management in the ODPP in Nakuru County

1.8 Limitations of the study

The study was limited to prosecution counsels in Nakuru County only, however careful consideration was taken in selecting a representative sample to which could warrant generalization of the research findings. Some respondents were unwilling to provide information for fear that the information was sensitive and confidential. However, the researcher ensured proper communication was made on the purpose of the study and assured respondents of confidentiality on information provided.

1.9 Definition of Terms

Change management: Change Management is the effective management of a business change. It involves the collaboration of executive leaders, managers and employees to successfully implement the needed process, technology or organizational changes (Dalziel, 2003**)**. This study adopted this meaning.

Leadership: Ability to influence others for example to voluntarily make day- to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short-term financial stability (Rowe et al., 2001). This study adopted this meaning.

Organisation culture: Hunt and Osborn (2008) describe organisational culture as a "system of shared actions, values and beliefs that develops within an organisation and guides the behaviour of its members". This study adopted this meaning.

Organisation resources: According Hitt et al., (2007), organizational units must have budgets and financial resources for executing their parts of the plan effectively and efficiently. Inadequate funding slows or impedes progress and the efforts of organizational units to execute their strategic plan thus affecting service delivery. This study considered organisation resources as; human capital and financial resources.

Organisation structure: defines how activities such as task allocation, coordination and supervision are directed toward realization of organizational goals (Ravasi & Schultz, 2006). This study adopted this meaning.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature relevant to the study area of management of change. The theoretical review discusses the relevance of the theories to the subject area. In addition to the above, the chapter concludes with the empirical studies on factors influencing change management.

2.2 Theoretical Literature Review

This study was based on the following theories which are relevant to the study.

2.2.1 Kurt Lewin's Change Management Model

The planned approach to organizational change was developed through the work of Kurt Lewin (1951). This relates to group decision-making, implementation and social change. Different groups have unique behaviours of individuals. The unifying factor is the shared common objective which can assist the group to achieve its goals. Changing the group conduct is pre-requisite to avoid relapse to the old behavior after a short period of time. In support of Lewin's theory, Burnes (2004),suggested that reducing this behavioral differences could only be achieved by resolving social conflict, whether it be religious, racial, marital or industrial. For planned change to take effect, learning must occur. Better understanding and reframing of individuals views on how to resolve social conflict is better achieved through learning. Lewin came up with a model that views change as a three-step procedure. This three-step model is associated with intentional change in the organization. A range of strategies may be used alongside this model in an effort to implement the intended change (Branch 2002). According to Harper (2001) the three steps are unfreezing, initiating the change (moving) and refreezing.

The unfreezing step involves employees breaking away from what they are used to doing things. Employees are required to embrace new ways of working with a sense of urgency. They are encouraged to be optimistic of the future and avoid comfort zones related to the way they were used to working in the past. Similarly, Harper (2001) supports this view and adds that motivating employees was force thinking and action "make available men and money for new things create a willingness to act" Shortcomings of this process include anxiety, uncertainty which can lead to

unconstructive behavior among some employees. These behavior patterns have been noted by Argyris (2003) who observed that when the change is yet to be initiated, apprehension is felt by some employees who might not be aware of the outcomes of the proposed changes.

Thus, according to Branch (2002), Lewin's model of organizational change can be beneficial in three ways: Changing the employees in the organization (their skills, values, attitudes, and eventually behaviour) – with an eye to instrumental organizational change; Changing various organizational structures and systems – reward systems, reporting relationships, work designs; or Directly changing the organizational climate or interpersonal style – how often people interact with each other, conflict management, organizational decision making. The model focuses on interdependence and ordering factors within a relationship. For example a process of dependence among the various units and subunits within the organization. The more the importance of a unit within an organization, the higher the level of dependence. The assumption that organizations operate under stable conditions is a major drawback of this model. The reality is that there are organizations operating in more turbulent and chaotic business environments which might find this model unsuitable.

The second step (initiating the change), involves employees being engaged by the management in activities that identify and implement new ways of doing things or engage in new activities in order to bring about change. In this respect, Harper (2001) proposed that it is the responsibility of the management to provide a platform to all relevant stake holders to engage in decision making and problem solving for effective change to take place. The current thinking however is that employees must become actively involved as involving them will make them more likely to accept change and become committed to making change a success. Little or no resistance on the part of change recipients is best achieved through a better understanding of the needs and benefits of change.

In the third and final step (refreezing), the emphasis is on the reinforcing of new processes and tasks in the organization by the employer. Acknowledging and rewarding employees is key for this step to be successful. Behaviour modification requires reward to stick. Recognising employees in this phase is crucial to embrace changes or accept the change. In this instance,

reward serves to recognize that the new behaviour is valued and prevents previous behaviour from reoccurring (Harper, 2001). Key practical actions that a management can employ here include anchoring changes into the organizational culture, structure, resources, leadership, developing ways to sustain the change. This theory was relevant to this study as it helped in understanding how selected factors namely; organizational culture, organizational structure, organizational resources, leadership affects change management ODPP.

2.2.2 Management Systems Theories

A system is an organized complexity with interdependencies parts of the whole. The system approach consists of open system approach and social-technical approach that integrates classical and human relation schools of organization and management. The system approaches emphasizes organization as a complex social-technical and open system with interrelationships and interdependencies of sub-systems (Burnes, 2009). The organization as social-technical system views organization as a structure social technical system with two sub-systems: technological system consisting of tasks, methods, tools and technology; and social system consisting of people in the organization, their interactions and behavior. The organization should try to achieve appropriate sub-systems that maximize technological efficiency and human needs (Burnes, 2009).

Unlike mechanical or biological systems, organizations are not natural; they are contrived. Though they have structure or boundary, these structures are of events rather than physical components. The human and organizational boundaries cannot be separated from the processes of the system. Social organizations can be established for an infinite variety of objectives as they are contrived by human beings. Life-cycle pattern of birth, maturity and death are attributes found in biological systems unlike social organizations which do not follow the same life-cycle pattern. The cement which holds them together is essentially psychological rather than biological therefore they can be said to be made up of imperfect systems. This system is anchored by the attitudes, perceptions, beliefs, motivations, habits, and expectations of human beings. A management systems is useful for viewing the relationships between interdependent parts in terms of how these relationships affect the performance of the overall system, however the approach does not provide a means for solving all problems (Freemont, 2005). The open systems approach recognizes that organizations are not self-contained.

They rely on their environment (including the social, political, technological, and economic forces) for life sustaining inputs and as sources to absorb their outputs. Ignoring key stakeholders can lead to the downfall of an organization. Ability to acquire, process inputs and channel outputs, and maintain stability and balance should be the yardstick for judging an organization. Outputs are the ends, where acquisition of inputs and processing efficiencies are means (Freemont, 2005). Adaptiveness of an organization is paramount for its survival. System concepts such as subsystems or units within units; synergy or that the group has greater outputs than each single unit, boundaries, holism or viewing the larger context rather than a narrow view, interface, and adaptive organizational mechanisms to change are crucial in marshalling community resources. Many writers have emphasized the importance of leadership and adaptive behavior (Lewin, 2000 & Sugarman, 2001) who stated that today's leaders including change managers must discover ways of creating order in a chaotic world. Mullins (2003) suggests five sub-systems namely: tasks, technology, structure, people and management. In order to reduce resistance to change, organization should balance economic, technological and psycho-social needs. This theory was relevant to this study as it helped in understanding how, organizational structure and culture affects change management process in ODPP.

2.2.3 Resource Based View Theory

The theory analyses and identifies a firm's strategic advantages based on its distinct combination of assets, skills, capabilities and intangibles as an organization (Pearce & Robin, 2000). An organization is likely to succeed and excel if it has the best and most appropriate stock of the resources relevant for its business and its strategy. In this the firm is characterized in terms of the resources or knowledge it embodies or commands. The proponents of this theory argue that special resources deliver sustainable competitive advantage. This theory focuses on those internal factors that the organization can control rather than the external factors that are beyond their control. Its resources and capabilities provide the building blocks for constructing a firm's strategy. A firm's unique resources both tangible and intangible and its capability to make use of these assets is what differentiate one firm from another (Gerry, 2002).

Wernerfelt (2004) provide that resource based view (RBV) essentially argues that any form of sustainable competitive advantage that a firm may develop results from the unique resources endowment of the firm. Wernerfelt (2004) proposes that an analysis of a firm's internal strengths and weaknesses should address the four questions on the value and rareness of a resource, ease of imitability of a capability and resource, and organizations capability to exploit its resources. The organization determines the value, rareness, imitability to ensure sustainability of resources that are required during the period of strategy implementation process. The key concept in the RBV framework is the identification of properties of resources that are necessary in creating a competitive advantage to ensure effective strategy formulation, implementation, growth, sustainability and earn above average profits. According to Peteraf and Barney (2003), firm's resources must be heterogeneous. The resources and capabilities that a firm develops, for its value creation and strategy implementation processes must be distinctive and different from the resources used by or available to other firms. Secondly, the heterogeneous resource that makes a firm successful must originate in imperfect factor of markets, which means that a competing firm either cannot acquire the distinctive resources that a successful firm posses or must pay such a high price for such a resource or capability to an economic profit.

The distinctive resources that make an organization successful must be imperfectly imitable and substitutable, so that the competing firm cannot imitate or substitute other resources in value creation process. Fourthly, the distinctive resources of affirm must be subject to imperfect mobility, so that the key resources of the firm cannot easily leave the firm and thus remain inside the firm. Branch (2005), RBV approach recognizes one principal strategic factor that a firm possess is its human capita; resource, individual competences of employee particularly. The RBV exploit the distinctive competencies at work organization; its resources and capabilities. An organization resource can be divided into tangible, (Human, technological. Physical and financial) and intangible (brand-name, reputation and knowhow) resources. This theory was relevant to this study as it helped in understanding how, organizational resources influence change management process in ODPP.

2.2.4 Stewardship Theory

The stewardship theory holds that the Chief Executive Officer being a strategic leader essentially wants to do a good job, to be a good steward of the corporate assets, that they have an inherent

motivation, working diligently to achieve good corporate performance, with interests similar to those of the stakeholders (Barney, 2000). Structural situation in which the executive is located gives rise to performance variations facilitates their effective action according to Stewardship theory (Donaldson, 2001).The board on the other hand contributes to the stewardship of the of the organization while giving unencumbered authority and responsibility to the management (Barney, 2000).

Stewardship theory implies a more collaborative approach between management and boards. Under this approach, empowering managers (stewards) of the firm to exercise unencumbered authority and responsibility enhances board management ties and decision making. Stewardship theory holds that, executive's responsibility may neutralize self interest behaviors derived from CEO to being much more devoted to advance corporate performance (Barney, 2000). This theory was relevant to this study as it helped in understanding how, leadership influence change management process in ODPP.

2.3 Empirical Literature Review

Several empirical studies exist on the factors influencing management of change.

2.3.1 Change management

According to Martin (2005), the concept of change management can be defined as a structured and synthesized approach to achieving a sustainable change in human behavior within an organization. Management of change cannot be performed in an adhoc manner, but is a structured process of managing the people, business processes and technology in response to the changing environment so as to align business strategies to the environment and enhance competitiveness in the market. Change management is a basic skill in which most leaders and managers need to be competent. Martin (2005) management should strive to exercise leadership when management is going through change. Managers should show employees the way during the organizational change process. Employees learn through observation of their managers and this is consistent with social learning theory.

Positive communication of messages about change by management during the change process goes a long way in employee acceptance of the change. This will also fasten their willingness to learn the change and motivate them in the direction of change. Robbins (2005) emphasizes the

need for the management to actively come up with reinforcement tactics during the change phase in order to produce changes in employee behaviour. Verbal reinforcement is best as it is cheap. Changing the behaviour of workers is not as easy as changing the structure and policy which can be done by simply writing new rules and procedures. That is where the link between learning theories and organizational change really is and where reinforcement comes in as a vital part of organizational change. Successful adaptation of the changes in the organization requires some sort of reinforcement whether positive or negative. Dent (2003) while studying the change process in a hospital which contained networks of professionals groups, managers and administrators found out that politics, persuasion and attitudes played a key role in exploration of the changing professional management relations.

Fullan and Miles (2002) while studying the reform process in the education sector in Toronto discovered that faulty maps of change, complex problems, symbols over change, impatient and superficial solutions, misunderstanding resistance, misuse of knowledge about change management process among other factors are the main reasons why change management process is usually faced with challenges. Gao (2005) applied ANT to analyse change in china's telecommunication market. The market was identified as a non- human actor and the public, the state and the operators made up three groups of human actors he identified leadership and communication as the main ingredient to a successful change management process in an organisation. Van de Duim and Marwijk (2006), in explaining change management and innovation in the sense that innovation entails new patterns of coordination between people and organisations, technologies and environmental phenomena. They explained that change management involves the idea of translation which involves explaining things in ways that persuade actors to fit with farmers to adopt a particular land management practices that will raise breeding populations species. They identified size and complexity of project, budget, specialized knowledge needed as the main constraints to effective change management process.

Meyer and Herscovitch (2001) conducted three studies to test the application of a three-component model of workplace commitment in the context of employee commitment to organizational change management. Study 1, conducted with 224 university students, provided

proof for the validity of newly developed Affective, Continuance, and Normative Commitment to Change Scales. Studies 2 and 3, conducted with hospital nurses, provided evidence for the validity of the three commitment to change scales, and demonstrated that, commitment to a change management is a better predictor of behavioural support for a change process than is organizational commitment, higher levels of support are as a result of affective and normative commitment to a change than is continuance commitment, and the components of commitment combine to predict behaviour. They identified employability, trust in management, change communication and decision making process in an organisation as the main factors that affect organisational change management process.

A study by Sugarman (2001) indicated that The New York police department in the early 2000's faced a lot of challenges in conduction of its operations especially in the wake of terrorism and other forms of sophisticated crimes witnessed in the modern world. This forced the management to embark on wide range reform initiatives aimed at totally changing the way the department fought crime and administrative duties. In the reform process the department faced numerous changes emanating from resources, lack of leadership, and political influence from the outside environment among other challenges. Sugarman (2001) also stated that with improved change management strategies the department was able bring sanity in the running of the department to a reputable police department both in the USA and the world at large. According to Onyambu (2013), the prospects of change inspire automatic resistance in people. This could be because change threatens to disrupt the way people are used to doing things in their individual and/or corporate capacities. Kariuki (2013) argues that organizational culture is a crucial factor in enhancing or hindering successful implementation of change in terms of strategy implementation. Every aspect of change in an organization demands that the individuals within it change their behaviour in order to align to the new strategy and effectively manage the proposed changes.

2.3.2 Organization Culture

According to Van de Duim and Marwijk (2006), organizational culture is a pattern of behaviour developed by an organization as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel. The behavior of humans within an

organization and the meaning that people attach to these behaviors also define organization culture. Culture consists of the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. New organizational members are taught this pattern of collective behaviour as a way of perceiving, and even reasoning and feeling. The way people in the organization interact with one another, with their clients, and with stakeholders is affected by organizational culture in a great way. According to Needle (2004), collective values, beliefs and principles of employees within an organization constitutes organizational culture. Factors such as history, product, and market, and technology strategy, type of employees, management style, and national culture contribute in producing organizational culture. Cultures that are intentionally and deliberately created by management to achieve specific strategic ends are referred to as corporate culture. Ravasi and Schultz (2006) stated a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour for various situations are products of organizational culture.

Nadler and Tushman (2000) evaluating the organizational culture during an internal-strategic management audit is vital because organisational culture affects organisation decisions. Management can often implement changes swiftly and easily when the strategies in place capitalize on cultural strengths such as strong work ethic or highly ethical inclination. Ineffective or even counterproductive strategic changes are as result of unsupportive organisational climate. Confusion and disorientation can be experienced in organisations where organisation culture is antagonistic to new strategies. Enthusiasm of individuals within the organisation for implementing and managing change is infused through a positive organisational culture.

2.3.3 Organization Structure

Clustering of tasks and people into smaller groups can be termed as organisational structure. Division of labour is prerequisite for the proper, effective and efficient functioning of organisations. This involves structuring organisations into smaller parts. Among others, managers in organisations perform specific tasks of supervising the various people or units and prepare reports to be forwarded to managers higher up in the rank or hierarchy. An organisational structure will consist of one or more layers depending on the span of control of each manager (De Wit & Meyer, 2010). The organisation's formal reporting relationships, procedures, controls, authority and decision making processes are informed by Organisational

structure which affect the change process in an organization (Al-Mashari & Zairi, 2000). Uncertainty in the ever changing and dynamic environment makes it difficult to develop a structure that supports a firm's change initiative. Thus organisational structure is a critical component of a successful change management process (Hrebiniak, 2006)

Among the issues pointed out by Hrebiniak (2006) as overreaching factors that impede change was the organizational structure. The author found that managers were often trained to plan and not to execute strategies. Top managers consider the task of change implementation hard thus their unwillingness to get involved. The main reason is that many of the areas of change are behavioural in nature and are therefore multifaceted and messy in nature and their execution always creates the need to manage change in complex organizational contexts. Responsiveness of the entire organization is crucial for successful reforms and to avoid the difficulties associated with this change (Al-Mashari & Zairi, 2000). The Organizational structure importance in helping management to achieve its objectives and follow the firm's strategy cannot be understated (Robbin & DeCenzo, 2005).

There is a significant relationship between organization structures and enhanced management of change according to many studies (Enz, 2008; Tarigan, 2005). According to Tavitiyaman, Zhang, & Qu, (2012), to improve problem identification, resolution and enhance performance quality organizations adopt a flexible structure to encourage greater staff participation. Structures help organisations attain stability, maintain competitive advantage and develop new ones in order to experience a successful change process. Many managers are always reluctant to admit that there is problems with the existing structures as doing so according to them was bring embarrassment to them.

This often forces stakeholders to induce the structural changes as they feel uncomfortable with the firm's performance (Hitt et al, 2005). It is the task of managers to formulate and implement strategies within the organisations current structure. How the work is broken down and carried out in business units and functional departments depends on the organisations structural design. Defined framework of objectives, plans, and policies assist people's actions while working within these divisions and units. The manner in which the firm is organized was determine successful strategic change. Identification and coordination of activities of the organisation is largely dependent on the structure. This will help the firm achieve its strategic objectives. To

achieve superior efficiency, quality, innovation and customer responsiveness managers must develop effective structures as a vehicle to exploit fully the skills and capabilities of the employees with minimal costs (Pearce and Robinson, 2007). To achieve the goals of an organization, managers need to come up with an effective strategic alignment between the mission, the structures and the subsequent human resource management policies and procedures which support employees (Jogaratnam & Tse, 2006). It is important to have the technical, political and cultural elements of the firm aligned. Any successful change management process should incorporate culture and a bridge between the current and the desired culture. Managers need to communicate to the employees and help show them identify the desired values needed as well as pointing how this shift can happen. An organization needs to focus on all these elements to achieve successful change. It is important to deal with the three strands. Strategic management is the task of keeping the three of these strands from becoming unravelled in the face of problems in one area. These include the mission and strategy of the organization, the structure and the human resource procedures (Miller, 2003).

2.3.4 Organization Resources

An organizations means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets can be termed as organizational resource. Resource can also be defined as a source or supply from which benefit is produced (Martin, 2005).According to Denrell (2004), in his study resources and returns, he argues that is beneficial to analyse the firms resource side rather than from the product side. To attain and sustain strong change initiative and high performance of an organisation, the firm needs to develop a strong foundation on resources such as such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures. A firm's resource include all assets, capabilities, organisational processes, firms attributes, information, and knowledge controlled by a firm that enable a firm to conceive and implement strategies that improve its efficiency and effectiveness. Good resource should have value, be rare, not easily imitated, and not easily substitutable. Organisations which are poorly endowed resource wise usually find a lot of hurdles when it comes to undertaking change initiatives. Setting aside a considerable amount of resources is essential for a successful change management process in an organisation. An organisation will be met by failure when they fail to invest enough in the change process (Sugarman, 2001).

2.3.5 Leadership

A process of creating change, not retaining the status quo is defined as leadership. A good leader does not force change but encourages sharing of purpose and values amongst followers. Persuasion is an important attribute of a leader as it will help generate agreement with others on what needs to be done and how to do it effectively. A leader will also need to facilitate individuals and the collective efforts to accomplish the shared objectives (Brătianu & Anagnoste, 2011). According to Denrell (2004), compassionate leaders and staff are the best catalyst when it comes to management. A change management plan needs to be formulated by the organisation and in particular the management to provide a road map to the employees in making the leap to permanent change as change is inevitable. There are three main dimensions of leadership which include; task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations (Hay & Hodginkinson, 2006). Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes, products or services and gaining commitment to change.

According to Martin (2005), change that is more efficient to organise, effective in the short run, and comfortable for employees is change that is driven by authority. Change effort generates great results and is powerful as long as it is pushed. A study done by Auerbach (2003) found that public organisations are often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven.

Leadership here is based on authority, position and seniority. Investing in leadership development is essential for an organization's performance in the long run. Organisations which survive and perform well focus on investing in leadership development strategy. Good leaders ensure that the organization creates a culture of performance. Change management goals and objectives are best achieved by great leaders who inspire employees and give them a sense of direction during the change implementation process (Ponder, 2001). To successfully navigate through stressful, discomforting and risky shifts in the business and organisational system, a strong leadership is essential during the change management process. A strong leader will be capable of handling rigidity and turning crisis into opportunity in order to implement and manage

change in an organisation. A wise manager should be able to tell when to change and when it is prudent to seek stability, they should also know when to trigger a change and when to avoid one (De Wit and Meyer, 2010).

Leaders in the organization should be in the forefront in supporting change. Influencing and motivating employees are attributes that a leader should exhibit to enable the organization achieve set goals. An ability to guide and successfully change the behaviors of employees, teams, and/or organizations, influence commitment of any key group within the firm is the hallmark of a leader of change (Brătianu & Anagnoste, 2011). The importance of leadership when it comes to implementing organizational goals cannot be understated. A number of authors have argued in favour of this statement, as it follows. According to Ponder (2001), leadership is the process of persuasion or example by which an individual induces a person or a group to pursue objectives held by the leader or shared by the leader and his or her followers. For the carrying out of that process, leadership style is important. A shared purpose between the leader and the followers will motivate both toward the desired outcome of change. Influencing others towards a common vision is an attribute of leadership. Well-developed leadership skills will ensure initiation and coordination of a change process (Daft, 2008). Leaders experience a difficult time leading people through change which is marred with various levels of resistance. Leaders should be trained to understand how to handle employee's natural inclination to resist change. Resistance to change can be attributed to a person's instinct or an individual taking things personally. Depersonalizing the change goes a long way in demystifying the problem to the employees (Daft, 2008).

This also minimizes the emotional reactivity to the situation, which allows for, and even inspires confidence in the change. This will also help hasten the firm and employees move into the change mode. Five essential skills are required to promote appropriate response: 1. Self-awareness, 2. Emotional maturity, 3. Self-motivation, 4. the ability to show empathy, 5. the ability to develop and maintain positive relationships (Balestracci, 2003). Leadership is cited as the number one contributor to change success. It is important for leaders to engage in the change at the outset in order to build acceptance of the change by employees of the firm since they are the people most affected by it. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Beerel, 2009). The organisations

atmosphere, culture and climate are vital in determining whether changes come easily or proves difficult to achieve. It is upon the organisation's leaders to create the right atmosphere.

2.4 Summary of Literature Review and Research Gaps

Organisations need to carry out Internal strategic management audit in order to evaluate organisation culture as it significantly affects organisation decisions. Management can succeed in implementing changes swiftly and easily if their strategies focus and capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs (Tushman, 2000). Factors such as history, product, market, technology, strategy, type of employees, management style, and national culture produces Organizational culture which represents the collective values, beliefs and principles of organizational members (Needle, 2004). Ineffective and counterproductive strategic changes are as a result of organisational climate which are not supportive. The others did not examine employees' attitude, difference between teams' effects on change management process in the organisation.

Overreaching factors that impede change was the organizational structure (Hrebiniak, 2006). For a firm to achieve its objectives and follow through its set strategies, it is important to put in place good Organizational structures (Robbin & DeCenzo, 2005). Greater staff participation, improved problem identification and resolution, and enhanced performance and quality can be achieved if organisations adopt a flexible structure. Effective structures provide stability the firm needs to successfully oversee change process and at the same time maintain its competitive advantage and developing new ones (Tavitiyaman, Zhang & Qu, 2012). These studies have not assessed organizations' hierarchy design and employees' authority on change management.

To implement strategies and improve efficiency and effectiveness, an Organisation must be capable of controlling its resources which include all assets, capabilities, organisational processes, firms attributes, information, and knowledge ((Sugarman, 2001). There is need to exhaustively examine influence of employees self initiation and collective focus on change management, since employees are human resources and are key in change management process success.

Change driven by authority is more efficient to organize, often effective in the short run, and more immediately comfortable for people in many organizations (Martin, 2005). Better

performance is achieved by Organizations that invest in leadership development than those that don't. Great leaders attract, hire and inspire great people if an organization neglects its leadership part it can easily loose direction and fail to achieve the set goals and objectives of change implementation process (Ponder, 2001). Ultimately managers should know when to change and when it is wiser to seek stability, they should also know when to trigger a change and when to avoid one (De Wit and Meyer, 2010). Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Beerel, 2009). Although past studies have focused on leadership styles influence on change implementation process, this study seeks to examine leadership aspects such as communication, employees emotion aspects consideration by leaders in managing change and top bottom approach influence on change management process.

2.5 Conceptual framework

A conceptual framework is a hypothesized model that graphically portrays the relationships (Mugenda & Mugenda, 2003). The conceptual framework for this study is illustrated in Figure 2.1. According to this framework, factors influencing management of change are the independent variable management of change is the dependent variable. Each of the variables in the conceptual frame work model was measured using indicated measurable indicators under each variable. On organization structure variable, the study sought to examine whether employees are given the authority by leaders to make decisions and take actions to meet the needs and expectations, delegation of responsibilities has enhanced change management process and whether the organization's hierarchy design influences the change process. On organization culture, it was to be established whether employee Attitudes as part of the organization culture affect change process, deep-rooted values and beliefs among prosecutors affect change process and whether differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes. In terms of organization resources, the study sought to assess whether there is enough funds to undertake and sustain change management in the organization and if employees have self initiation and collective focus which enhance change management implementation process. Leadership was measured by examining whether Organizational leadership considers the human and emotional aspects of change during the change process, if there is regular communication by the management team on change

management aspects and whether the management team is involved in change management. Change management variable was measured by assessing whether; the process of implementation for the change is flexible and reactive, if the organization culture, employees promotes the change process. In measuring change management, the study examined if clear vision that guide the change process exist in ODPP, whether there is timely and relevant communications about the change and also existence of logical reasons for change which are visible and the goals that are transparent.

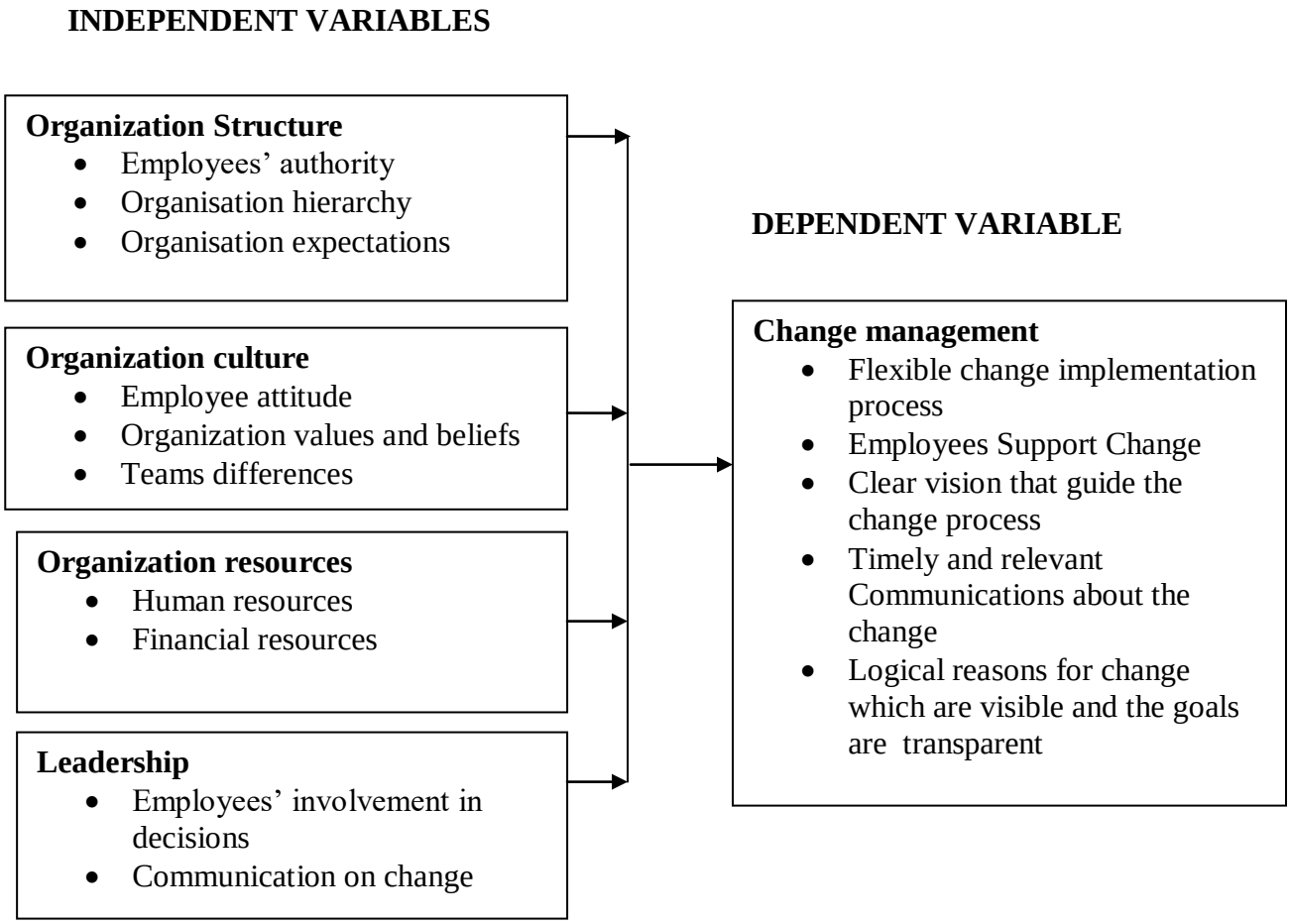


Figure 2.1 Factors influencing change management in the Office of Director of Public Prosecutions in Nakuru County

Source: **(**Author, 2018).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted in order to address the objectives of the study. It discusses the research design that was be used, the target population, sampling techniques, data collection procedure and instruments, pilot study, how validity and reliability of the research instruments was ensured, data analysis and presentation method employed as well as ethics observed in the study period.

3.2 Research Design

A descriptive survey research design was used in this study. (Kothari, 2004) notes that a descriptive research design is used when data is collected to describe persons, organizational settings or phenomenon. This is supported by (Mugenda & Mugenda, 2003) who states that this type of design enables one to obtain information with sufficient precision so that hypothesis can be tested properly. According to Gill & Johnson (2006), descriptive surveys are interested in addressing specific characteristics of a selected population of subjects at a point in time, or at varying times for the purpose of comparing the relationship between variables. The choice of this design was appropriate for this study since it helped in establishing the relationship or association between variables under study.

3.3 Target Population

The target population comprised 3 Senior Assistant Deputy Prosecution counsels and 48 Assistant Prosecution counsels who are distributed across the three sub-branches (ODPP staff database, 2017).

Table 3.1: Target population

Sub-Branches	**Prosecution counsels**
Nakuru	20
Naivasha	18
Molo	13
Total	**51**

Source: (ODPP, 2018)

3.4 Sampling frame

The units of observation included; Senior Assistant Deputy Prosecution counsels and Assistant Prosecution counsels who are distributed across the three sub-branches.

3.5 Census Survey

Since the population of the study is small, a census survey was adopted where data was collected from the 51 respondents. Census survey was the appropriate data collection design for a small heterogeneous population. Since the sample frame for the study was small and heterogeneous, census survey was adopted. According to Kothari (2008) the larger the sample size for a small population, the more accurate the results are likely to be and hence the choice of the census technique in the study.

3.6 Data Collection Procedures

Questionnaires were administered directly to the respondents so as to make clarifications as may be required. The researcher paid visits to the study area for familiarization before primary data collection begins, to seek permission from the administration/management concerning the intended study and make arrangements for the dates of data collection. The researcher proceeded to collect primary data from the selected respondents after receiving permission from the relevant authorities.

3.7 Data Collection Instruments

Primary data was used in the study. Self designed structured questionnaires were used to collect primary data. A questionnaire is the best tool for the researcher who wishes to acquire the original data for describing a population (Kothari, 2008). The questionnaire consisted of structured questions on Likert rating scales. The questionnaire was prepared thematically on the basis of the research objectives.

3.8 Pilot Study

Pilot study was conducted to detect weakness in design and instrumentation and to provide accurate data for selection of a sample. According to Polit and Beck (2003), a pilot study or test is a small scale version, or trial run, done in preparation for the major study. The data instrument was pretested in Nyandarua County where 20% of the study population was piloted . Pretesting

helped to determine the strengths and weaknesses of the survey concerning question format and wording.

3.8.1 Reliability of Instruments

Reliability is the measure of degree to which a research instrument yields consistent results after repeated trials. A reliable measurement is one that if repeated second time gives the same as it did the first time (Mugenda & Mugenda, 2003). Cronbach's Alpha was used to test reliability of instruments. According to Sekaran (2003), a Cronbach alpha of 0.8 is good, 0.7 is an acceptable range while if it is 0.6 and below, is poor. All the variables returned Cronbach's Alpha values greater than 0.7 indicating acceptable reliability of data collection instrument.

Table 3.2: Reliability Test

Constructs	No. of Test Items	Cronbach Alpha
Organization structure	6	0.745
Organization Culture	6	0.726
Organization Resources	5	0.762
Leadership	7	0.782
Change management	12	0.787

Source :(author, 2018

3.8.2 Validity of Instruments

Validity is the degree to which results obtained from the analysis of the data represent the Phenomena under study (Kothari, 2008). Validity has to do with how the data obtained actually represents the phenomenon under study. The validity of the instruments to be used in this study was be established through the following steps: piloting tools of data collection, doing member checks with the interviewed sample, care during data analysis and by ensuring that the researcher adheres to ethical issues during conduct of research. Content validity was used for the purposes of determining whether the instrument really measures what it is designed to measure (Oso & Onen, 2008). Construct validity is the degree to which test measurers an intended hypothetical construct (Mugenda, 2003).

Validity requires the use of recognized subject matter experts to evaluate whether test items assess defined content and more rigorous statistical tests. To test construct validity, factor

analysis approach was be conducted. To ensure content and construct validity of data instruments, supervisors were engaged and their inputs were taken into account to ascertain validity.

3.9 Data Analysis and Presentation

Data collected from the questionnaires was analyzed, summarized, and interpreted accordingly with the aid of descriptive statistics (Frequencies, percentages, means and standard deviations) as well as inferential statistics (correlation coefficient and regression), using SPSS as an analysis tool. The findings were presented in the form of statistical tables and discussions thereof. Research hypotheses were tested at 5% significance level using multiple regression analysis. The following regression model was used:

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_4+\varepsilon$$

Where;

Y	-	Change management
β_0	-	Regression Constant
X_1	-	Organization structure
X_2	-	Organization culture
X_3	-	Organization resources
X_4	-	Leadership
β_1, β_2, β_3 & β_4	-	beta coefficients for the independent variables X_1, X_2, and X_3 and X_4 respectively.
ε	-	Stochastic error term assumed to be normally distributed

4.0 Ethical Considerations

Resnik (2015) defines ethics as norms for conduct that distinguishes the acceptable from the unacceptable behavior. Voluntary participation by the respondent was applied in a bid to protect their rights. The information obtained from respondents was treated with utmost confidentiality. The researcher also explained the purpose of the study and how the information obtained was to be used. Research permit from the National Commission for Science, Technology and Innovation (NACOSTI) was acquired as well as letter of authorization to conduct the study from St. Paul's University.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings for each of the objectives. The findings are presented on basis of descriptive and inferential statistical analysis. The results from the analysis formed the discussion basis for each of the study's variable.

4.2 Descriptive Statistics on Profile of Respondents

This section presents and discusses results of descriptive statistics of the profile of respondents. It also presents descriptive analyses results of the study variables. Frequencies and percentages were used to examine the distribution of the respondents.

4.2.1 Response Rate

Out of fifty one questionnaires that were distributed to the respondents 48 were dully completed and returned back. These results indicate that the study had a response rate of 94.1% which was above the required threshold. According to Fox and Bayat (2010) a study result that yields a response rate of 65% and above is deemed valid since it is above the minimum acceptable threshold. Bailey (1996) set the adequacy bar at 75% and Chen (1996) argued that the larger the response rate, the smaller the non-response error. Thus, the response rate in this study was sufficient for analyzing the research objectives and making conclusions on the research findings.

4.2.2 Demographics Information

This section presents the demographics of the study. The key characteristics of the respondents were: respondents' gender, experience in contract farming, respondents' gross income and respondents' current stock or poultry level.

4.2.2.1 Respondents' gender

The study sought to establish gender of the respondents, results on Table 4.1 indicates that 27(56.3%) of respondents were men while 21(43.8%) were female. This shows that there is gender parity among Prosecution counsels in Nakuru County and thus the responses would be balanced in terms of the perspectives from personalities of both genders.

Table 4.1: Gender of the respondents

		Frequency	Percent
Valid	male	27	56.3
	female	21	43.8
	Total	48	100.0

Source: (Author, 2018)

4.2.2.2 Respondents' Age

Regarding the age of the respondents, results on Table 4.2 shows that majority 37(77.1%) of the respondent are aged 31-40 years. 7(14.6%) of respondents are aged 25-30 years while only 4(8.3%) between the age of 41-50 years old. This means that a majority of those working in ODPP are young people.

Table 4.2: Age of the respondents

		Frequency	Percent
Valid	25-30years	7	14.6
	31-40 years	37	77.1
	41-50years	4	8.3
	Total	48	100.0

Source: (Author, 2018)

4.2.2.3 Number of years that respondents worked in the ODPP

The study sought to establish how long respondents worked in their respective companies. Results on Table 4.3 shows that majority 27(56.3%) of the respondent have worked at ODPP for 3-5 years. 13(27.1%) of respondents have worked for 5-10 years while 8(16.7%) have worked for 1-3 years. Thus it can be concluded that most of the respondents have enough work experience to understand topic under study.

Table 4.3 Number of years that respondents worked in the ODPP

		Frequency	Percent
Valid	1-3 years	8	16.7
	3-5 years	27	56.3
	5-10 years	13	27.1
	Total	48	100.0

Source: (Author, 2018)

4.3 Descriptive statistics analysis and discussions

Descriptive statistics analysis for study research variables and discussions are presented. The study's predictor variables were organization structure, organization culture, organization resources and leadership change management was the dependent variable.

4.4.1 Organization Structure

Respondents were asked to indicate their agreement on the following items relating organization structure. The responses were analyzed using mean scores and standard deviations. The findings on Table 4.4 indicate that 54.2% of the respondents held a neutral opinion on whether employees are given the authority by leaders to make decisions and take actions to meet the needs and expectations at ODPP (mean=2.81, SD=1.065). However, Jogaratnam & Tse (2006) agrees that an effective organization structure is one where subsequent human resource management policies and procedures support people in achieving the goals of the organization. Majority of the respondents (60.4%) agreed that delegation of responsibilities had enhanced change management process at ODPP (mean=3.56, SD=0.580). A larger majority of respondents (85.5%) agreed that responsibility and authority vested in employees drives change at ODPP (mean=3.85, SD=0.922), with 73% of respondents agreeing that the organization's hierarchy design

influences the change process (mean=4.10, SD=0.951). The findings are in agreement with those of De Wit & Meyer (2010) who asserts that depending on the span of control of each manager, an organizational structure will consist of one or more layers of management which influences the change management process in an organization. However the author argues that developing a structure that supports a firm's change initiative is almost impossible, reasons being the uncertainty in the ever changing and dynamic environment. The findings are also in agreement with those of Al-Mashari & Zairi (2000) who found that organisation's formal reporting relationships, procedures, controls, authority and decision making processes are informed by Organisational structure which affect the change process in an organization. It was not clear among respondents on whether leaders in ODPP have clear expectations for how employees should treat each other and their customers/ clients as indicated by a fair majority of respondents (55%) who held a neutral opinion (mean=3.71, SD=1.166). According to 52.1% of the respondents, employees job description at ODPP does not clearly spell out employees' responsibilities and how they should treat their colleagues and their customers/ clients (mean=2.63, SD=0.231). Although there was disparity in respondents' opinions with some of the responses registering standard deviation values greater than 1, the results also indicate that the data was also close to the indicators' mean values since most standard deviations were close to zero.

Table 4.4: Descriptive Analysis for Organization Structure

Measurable indicators	SA	A	N	D	SD	Mean	Standard deviation
Employees are given the authority by leaders to make decisions and take actions to meet the needs and expectations	5 (10.4%)	2 (4.2%)	26 (54.2%)	9 (18.8%)	6 (12.5%)	2.81	1.065
Delegation of responsibilities has enhanced change management process	0%	29 (60.4%	17 (35.4%)	2 (4.2%)	0%	3.56	0.580

Responsibility and authority vested in employees drives change at ODPP	8 (16.7%)	33 (68.8%)	0%	6 (12.5%)	1 (2.1%)	3.85	0.922
The organization's hierarchy design influences the change process	21 (43.8%)	14 (29.2%)	10 (20.8%)	3 (6.3%)	0%	4.10	0.951
Leaders in my organization have clear expectations for how employees should treat each other and our clients.	15 (11.3%)	16 (13.3%)	12 (55.0%)	5 (10.4%)	10%	3.71	1.166
My job description clearly spells out my responsibilities for how I should treat other employees and our customers/ clients.	5 (10.4%)	6 (12.5%)	12 (25.0)%	16 (33.3%)	9 (18.8%)	2.63	0.231

Source: (Author, 2018)

4.4.2 Organization Culture

Respondents were asked to indicate their agreement on the following items relating organization culture. The responses were analyzed using mean scores and standard deviations. The results on Table 4.5 indicate that 50% of the respondents held a neutral opinion on whether organizational learning and adaptability to change among employees support change management (mean=2.71,

SD=0.967). The results are in agreement with those of Van de Duim and Marwijk (2006) who asserts that if the firm's climate is not supportive, strategic changes may be ineffective or even counterproductive. The author found that an organizations culture can become antagonistic to new strategies, with the result being confusion and disorientation thus impending change management. Respondents were indifferent on whether organization's strategic direction and goals enhance changes that take place in the organization with 33.4% of respondents agreeing and 31.3% of the respondents holding a neutral opinion (mean=3.52, SD=1.031).A larger majority of respondents (66.7%) agreed that differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes (mean=3.92, SD=1.048). The findings were in agreement with those of Needle (2004) who reported that organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Deep-rooted values and beliefs among prosecutors affect change process as agreed by 56.2% of the respondents (mean=2.71, SD=0.944). Employee Attitudes as part of the organization culture affect change process according to 72.9% of respondents (mean=3.50, SD=1.203) while there was agreement among majority of the respondents (77.1%) that Staff at ODPP are fond of resisting new initiatives brought into the organization (mean=3.75, SD=1.212). The findings are consistent with those of Ravasi and Schultz (2006) who found that an organization's culture should infuse individuals with enthusiasm for implementing and managing change. Since the standard deviations of respective mean values were close to zero, it was evident that data was close to the mean values of the indicators

Table 4.5: Descriptive Analysis for Organization Culture

Measurable indicators	SA	A	N	D	SD	Mean	Standard deviation
Organizational learning and adaptability to change among employees support change management	2 (4.2%)	5 (10.4%)	24 (50%)	11 (22.9%)	6 (12.5%)	2.71	0.967
Organization's strategic direction and Goals enhance changes that take place in the organization	8 (16.7%)	18 (16.7%)	15 (31.3%)	5 (10.4%)	2 (4.2%)	3.52	0.031
Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes	23 (47.9%)	9 (18.8%)	(0%)	9 (18.8%)	7 (14.6%)	3.92	0.048
Deep-rooted values and beliefs among prosecutors affect change process	11 (22.9%)	16 (33.3%)	10 (20.8%)	8 (16.7%)	3 (6.3%)	2.71	0.944

Employee Attitudes as part of the organization culture affect change process	13 (27.1%)	22 (45.8%)	6 (12.5%)	2 (4.2%)	5 (10.4%)	3.50	0.203
Staff are fond of resisting new initiatives brought into the organization	15 (31.3%)	22 (45.8%)	4 (8.3)%	6 (12.5%)	1 (2.1%)	3.75	0.212

Source: (Author, 2018)

4.4.3 Organization Resources

Respondents were asked to indicate their agreement on the following items relating organization resources. The responses were analyzed using mean scores and standard deviations. The results on Table 4.6 indicate that majority of respondents (60.5%) disagreed that ODPP had enough human capital to steer change management (mean=2.60, SD=0.300). A fair majority of respondents (54.2%) held neutral opinion on whether there was clear definition of employees responsibilities at ODPP (mean=2.69, SD=0.903). 70.9% of respondents disagreed that employees have self initiation and collective focus which enhance change management implementation process (mean=2.94, SD=0.909). Sugarman (2001) argues that setting aside a considerable amount of resources is essential for a successful change management process in an organisation. There is no enough funds to undertake and sustain change management in the organization according to 81.2% of respondents (mean=1.85, SD=0.091) while allocated funds to deliver change management initiatives in the organization are not well managed as indicated by 77.1% of the respondents (mean=1.92, SD=0.108). Moreover, according to Sugarman (2001), any organisation that fails to allocate and manage its resources for the change process will be met by failure. The findings are also in agreement with those of Denrell (2004) who asserts that organization resources such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures are the foundation for attaining and sustaining strong change initiative and high performance of a firm. The results indicate that the data was close to the mean values of the indicators since standard deviations were not very far from zero.

Table 4.6: Descriptive Analysis for Organization Resources

Measurable indicators	SA	A	N	D	SD	Mean	Standard deviation
The organization has enough human capital to steer change management.	6 (12.5%)	7 (14.6%)	6 (12.5%)	20 (41.7%)	9 (18.8%)	2.60	0.300
There is clear definition of employees responsibilities	1 (2.1%)	5 (10.4%)	26 (54.2%)	10 (20.8%)	6 (12.5%)	2.69	0.903
Employees have self initiation and collective focus which enhance change management implementation process	2 (4.2%)	8 (16.7%)	4 (8.3%)	7 (14.6%)	27 (56.3%)	2.94	0.909
There is enough funds to undertake and sustain change management in the organization	2 (4.2%)	3 (6.3%)	4 (8.3%)	16 (33.3%)	23 (47.9%)	1.85	0.091
Allocated funds to deliver change management initiatives in the organization are well managed	2 (4.2%)	3 (6.3%)	6 (12.5%)	15 (31.3%)	22 (45.8%)	1.92	0.108

Source: (Author, 2018)

4.4.4 Leadership

Respondents were asked to indicate their agreement on the following items relating organization leadership. The responses were analyzed using mean scores and standard deviations. The results on Table 4.7 show that 60.4% of the respondents disagreed that the management team at ODPP interact with subordinates and inspire them toward organizational objectives (mean=2.67, SD=1.098). According to Denrell (2004), bearing in mind that change is inevitable, organizations and the management in particular needs to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together. There was neutrality among most respondents (39.6%) on whether organizational leadership at ODPP considers the human and emotional aspects of change during the change process (mean=2.85, SD=1.111). The starting point to lower the resistance force towards change of employees is to depersonalize the problem (Daft, 2008). Depersonalizing the problem decreases the emotional reactivity to the situation, which allows for, and even encourages, change. Once the emotional reactivity has dissipated, the firm and employees are able to move into the change mode. The management team at ODPP is involved in change management according to 70.8% of the respondents (mean=3.85, SD=1.368). A fair majority of respondents (50%) held neutral opinion on whether organizational leadership at ODPP prepare employees for the change that the organization and the environment demand to enhance service delivery (mean=2.63, SD=0.937). A leader of change is an individual with the ability to influence and ultimately change behaviors of employees, teams, and/or organizations; an individual who influences the commitment of any key group within the organization (Brătianu & Anagnoste, 2011). There is regular communication by the management team on change management aspects as agreed by 60.4% of the respondents (mean=3.44, SD=1.287). 66.6% of respondents agreed that top management administer the change process at ODPP (mean=3.81, SD=1.104). Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Beerel, 2009). A larger majority of respondents (83.3%) disagreed that bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process at ODPP (mean=1.88, SD=0.866). Almost all the responses had standard deviation values greater than 1 indicating lack of cohesion in respondents' views.

Table 4.7: Descriptive Analysis for Leadership

Measurable Indicators	SA	A	N	D	SD	Mean	Standard deviation
The management team interact with subordinates and inspire them toward organizational objectives	2 (4.2%)	8 (16.7%)	9 (18.8%)	10 (20.8%)	19 (39.6%)	2.67	1.098
Organizational leadership considers the human and emotional aspects of change during the change process	3 (6.3%)	10 (20.8%)	19 (39.6%)	9 (18.8%)	7 (14.6%)	2.85	1.111
The management team is involved in change management	22 (45.8%)	12 (25.0%)	3 (6.3%)	7 (14.6%)	4 (8.3%)	3.85	1.368
organizational leadership prepare employees for the change that the organization and the environment demand to enhance service delivery	2 (4.2%)	3 (6.3%)	24 (50%)	13 (27.1%)	6 (12.5%)	2.63	0.937

There is regular communication by the management team on change management aspects	10 (20.8%)	19 (39.6%)	6 (12.5%)	8 (16.7%)	5 (10.4%)	3.44	1.287
Top management administer the change process at ODPP	16 (33.3%)	16 (33.3%)	7 (14.6%)	9 (18.8%)	0%	3.81	1.104
Bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process	1 (2.1%)	1 (2.1%)	6 (12.5%)	23 (47.9%)	17 (35.4%)	1.88	0.866

Source: (Author, 2018).

4.4.5 Change Management

Respondents were asked to indicate their agreement on the following items relating organization resources. The responses were analyzed using mean scores and standard deviations. The results on Table 4.8 indicate that there are long periods of planning before the change is delivered as agreed by 68.8% of the respondents (mean=3.58, SD=1.145). The process of implementation for the change is not flexible and reactive according to 70.9% of the respondents (mean=2.13, SD=0.841). 54.2% of the respondents disagreed that there were logical reasons for change which are visible and the goals were transparent (mean=3.00, SD=1.167). A larger majority of respondents (72.9%) agreed that there were delays in the timescales that are set in the change process at ODPP (mean=2.81, SD=1.065). Communications about the change are not timely and relevant according to 45.8% of the respondents (mean=2.60, SD=1.198). The results are in agreement with those of Herscovitch (2001) who conducted three studies to test the application of a three-component model of workplace commitment in the context of employee commitment to organizational change management. He identified employability, trust in management, change

communication and decision making process in an organisation as the main factors that affect organisational change management process. There is resistant to change among employees at ODPP as agreed by 54.2% of the respondents (mean=2.54, SD=1.168). According to 58.4% of the respondents, the middle management of the organization does not really promotes the change process (mean=2.56, SD=1.382). Martin (2005) argued that when an organization is going through change, it is time for management to exercise leadership. 62.5% of the respondents agreed that the organization culture at ODPP promotes the change process (mean=3.56, SD=1.219). The results are in agreement with those of Kariuki (2013) who argues that organizational culture is a crucial factor in enhancing or hindering successful implementation of change in terms of strategy implementation. The organization has clear vision that guide the change process as agreed by a larger majority (70.2%) of respondents (mean=3.88, SD=1.315). The organization does not have resources to support the change process according to 70.8% of the respondents (mean=3.71, SD=1.184) while 45.8% of respondents felt that the organization employees does not support change process (mean=2.48, SD=1.072). According to Onyambu (2013), the prospects of change inspire automatic resistance in people. This could be because change threatens to disrupt the way people are used to doing things in their individual and/or corporate capacities. A fair majority of respondents (47.9%) held neutral opinion on whether the organization leaders at ODPP provide facts to employees on the change process (mean=2.44, SD=0.920). The results are in agreement with those of Balestracci (2003) who asserts that, the role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. There was disparity in respondents' opinions with almost all of the responses registering standard deviation values greater than 1.

Table 4.8: Descriptive Analysis for Change Management

Measurable Indicators	SA	A	N	D	SD	Mean	Standard deviation
There are long periods of planning before the change is delivered	8 (16.7%)	25 (52.1%)	6 (12.5%)	5 (10.4%)	4 (8.3%)	3.58	1.145
The process of implementation for the change is flexible and reactive	(0%)	4 (8.3%)	8 (16.7%)	26 (54.2%)	10 (20.8%)	2.13	0.841
There are logical reasons for change which are visible and the goals are transparent	6 (12.5%)	8 (16.7%)	8 (16.7%)	20(41.7%)	6 (12.5%)	3.00	1.167
There are delays in the timescales that are set in the change process	12 (25.0%)	23 (47.9%)	3 (6.3%)	5 (10.4%)	5 (10.4%)	2.81	1.065
Communications about the change are timely and relevant	5 (10.4%)	3 (6.3%)	18 (37.5%)	12 (25.0%)	10 (20.8%)	2.60	1.198
There is no resistant to change among employees	4 (8.3%)	5 (10.4%)	13 (27.1%)	17 (35.4%)	9 (18.8%)	2.54	1.168

The middle management of the organization promotes the change process	6 (12.5%)	8 (16.7%)	6 (12.5%)	15 (31.3%)	13 (27.1%)	2.56	1.382
The organization culture promotes the change process	11 (22.9%)	19 (39.6%)	8 (16.7%)	6 (12.5%)	4 (8.3%)	3.56	1.219
The organization has clear vision that guide the change process	21 (43.8%)	13 (27.1%)	5 (10.4%)	5 (10.4%)	4 (8.3%)	3.88	1.315
The organization has resources to support the change Process	4 (8.3%)	4 (8.3%)	6 (12.5%)	22 (45.8%)	12 (25.0%)	3.71	1.184
The organization employees support change process	2 (4.2%)	4 (8.3%)	20 (41.7%)	11 (22.9%)	11 (22.9%)	2.48	1.072
The organization leaders provide facts to employees on the change process	(0%)	4 (8.3%)	23 (47.9%)	11 (22.9%)	10 (20.8%)	2.44	0.920

Source: (Author, 2018)

4.5 Inferential Statistics

This section presents inferential statistics tools that were used which include; Pearson correlation coefficient and chi-square

4.5.1 Chi-square Test for Goodness of Fit Analysis

The Chi-square test for equal proportions is a statistical test used to investigate whether the proportions of responses in each category are equal or whether there are statistically significant differences in the proportions of responses in each category. The null hypothesis of the Chi-

square test is that the proportion of responses that fall into each of these categories is equal and any differences observed are due to chance or random variation. If the null hypothesis is true, then we cannot conclude anything based on the responses we observe, as these are essentially due to chance. We reject this null hypothesis of equal proportions at the 5% significance level (95% confidence) if the p-value of the test for that question is less than or equal to 0.05. The results on Table 4.9 shows that the Chi-square probability values was less than the conventional probability value of 0.05 (χ^2=31.833, p<0.05), (χ^2=16.625, p<0.05), (χ^2=37.500, p<0.05), (χ^2=33.875, p<0.05) and (χ^2=58.875, p<0.05) respectively. It can be inferred that the results obtained were statistically significant, showing dominant and equal perception of respondents regarding the said questions.

Table 4.9: Chi-square test for goodness of fit

	organization structure	organization culture	organization resources	Leadership	change management
Chi-Square	31.833[a]	16.625[b]	37.500[a]	33.875[b]	58.875[b]
Df	3	2	3	2	2
Asymp. Sig.	.000	.000	.000	.000	.000

Source: (Author, 2018)

4.5.2 Correlation Analysis

Devore and Peck (2006) recommends a guideline for assessing resultant correlation coefficients which states that correlation coefficients less than 0.5 represent a weak relationship, correlation coefficients greater than 0.5, but less than 0.8, represent a moderate relationship whereas correlation coefficients greater than 0.8 represent a strong relationship. Before carrying out a test on research hypotheses, the study examined non-causal relationship between organization structure, organization culture, organization resources, leadership and change management.

The correlation results in Table 4.10 show a statistically significant moderate positive correlation between organization structure and change management in ODPP (r = 0.644, p <0.05). Hitt et al, (2005) found that organizational structure is a critical component of a successful change management process. Effective structures provide stability the firm needs to successfully oversee change process and at the same time maintain its competitive advantage and developing new ones.

The results also show that there exists a statistically significant moderate positive relationship between organization culture and change management in ODPP ($r = 0.506$, $p < 0.05$). Potosky and Ramakrishna (2001) found that organizational culture is positive correlated with change management since the success of an organization change management process is majorly influenced by organization culture. The authors assert that organizations often build positive organizational culture through communication, values, norms policies and rules.

The correlation results also reveal that there is a statistically significant moderate positive relationship between organization resources and change management in ODPP ($r = 0.615$, $p < 0.05$). Sugarman (2010) asserts that there exists positive relationship between organization resources and change management, for easy and successful change management process the organizations must set aside a considerable amount of its resources to support it. Failure to invest enough resources, change management is bound to fail miserably.

Further, the results show a statistically significant strong positive relationship between leadership and change management at ODPP ($r = 0.826$, $p < 0.05$). Leadership has a positive correlation with change management since the leadership practiced aid in achieving the overall change management process in an organization (McLagan, 2008). Managers in the organization have to be capable to manage the strategic changes practices being implement in the organization, as change in an is a process and not an event as may be perceived by many(Strickland, A.J., & Thompson, 2008). The positive non- causal relationship between independent variables and the dependent variable indicates that when organization structure, organization culture, organization resources and leadership are enhanced at ODPP, change management is enhanced.

Table 4.10: Correlation Matrix for Independent and Dependent Variables

		organization structure	organization culture	organization resources	Leadership	change management
organization structure	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	48				
organization culture	Pearson Correlation	.005	1			
	Sig. (2-tailed)	.161				
	N	48	48			
organization resources	Pearson Correlation	.048	.260	1		
	Sig. (2-tailed)	.553	.074			
	N	48	48	48		
Leadership	Pearson Correlation	.084	.091	.151	1	
	Sig. (2-tailed)	.571	.537	.007		
	N	48	48	48	48	
change management	Pearson Correlation	.644*	.506*	.615*	.826*	1
	Sig. (2-tailed)	.016	.009	.026	.024	
	N	48	48	48	48	48

*. Correlation is significant at the 0.05 level (2-tailed

Source: (Author, 2018)

4.5.3 Multiple regression analysis

A multiple regression analysis was carried out to establish causal relationship between independent variable and the dependent variable and also test the formulated research hypotheses.

Table 4.11 present the model summary for the regression between the predictor variables and the dependent variable. The overall R^2= 0.768 indicates that 76.8 percent of the variation in the dependent variable is explained by the independent variables that are included in the model, with 23.2 % variation in the dependent variable being explained by other factors not included in the model denoted by **(ε)** in the model.

Table 4.11: 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	.880[a]	.768	.690	.70639	.768	13.442	4	43	.019

a. Predictors: (Constant), organization structure, organization culture, organization resources, leadership

b. Dependent Variable: change management

Source: (Author, 2018)

As shown on Table 4.12, the F-statistics of the regression result is $F_{(4, 43)}$ =6.065 which is statistically significant. This indicates that the model applied can thus significantly predict the change of the dependent variable as result of the independent variable include in the model. Thus, the coefficients of the model are not equal to zero, suggesting that the model fits the data significantly.

Table 4.12: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.833	4	6.708	13.442	.019[b]
Residual	21.462	43	.499		
Total	48.295	47			

a. Dependent Variable: change management

b. Predictors: (Constant), organization structure, organization culture, organization resources, leadership

Source: (Author, 2018)

The unstandardized betas values were used to determine combined influence of predictor variables (independent variables) on the dependent variable in the model. The results are summarized on Table 4.13. The unstandardized beta coefficients explain how the dependent variable varies as a result of a unit change in the independent variables. The following multiple regression equation was obtained;

CM = 2.825 + 0 .241 OS + 0.295 OC + 0.277 OR + 0.439 LD + ε

Where;

CM – Change management

OS – Organization structure

OC- Organization culture

OR- Organization resources

LD – Leadership

Table 4.13: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.835	.431		6.577	.000		
Organization structure	.241	.070	.051	.344	.048	.905	1.104
Organization culture	.295	.097	.264	3.041	.068	.919	1.088
Organization resources	.277	.071	.093	3.901	.039	.942	1.061
Leadership	.439	.096	.034	4.572	.004	.976	1.025

a. Dependent Variable: change management

Source: (Author, 2018)

The regression analysis results in table 4.13 indicate that there exists a statistically significant positive relationship between organization structure and change management in ODPP (β = 0.241, $p<0.05$). Numerically, the 0.241 beta coefficient of organization structure implies that organization structure is enhanced by an additional unit, change management in ODPP increases by 0.241. Thus, null hypothesis (**H_{01}**) "organization structure has no significant effect on change

management in ODPP" was rejected by concluding that organization structure has a significant effect on change management in ODPP. The findings are consistent with those of Tavitiyaman, Zhang and Qu, (2012) who also found a significant relationship between organization structures and enhanced management of change, organizations adopt a flexible structure to encourage greater staff participation, which, in turn, can improve problem identification and resolution and enhance performance and quality. Effective structures provide stability the firm needs to successfully oversee change process and at the same time maintain its competitive advantage and developing new ones.

Further, the results indicates that the relationship between organization culture and change management in ODPP was positive and statistically significant ($\beta = 0.295$ $p<0.05$). This means when organization culture is enhanced by an additional unit, change management in ODPP increases by 0.295. Thus, null hypothesis (**H_{02}**) "organization culture has no significant effect on change management in ODPP" was rejected by concluding that organization culture has a significant effect on change management in ODPP. The findings are consistent with those of Nadler and Tushman (2000) who found that organizational culture significantly affects organization decisions on change management and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement changes swiftly and easily. The results are also consistent with those of Robbin & DeCenzo (2005) who reported that organizational structure has a positive effect on change management as it is importance in helping management to achieve its objectives and follow the change management firm's strategy. The findings are also consistent with those of Needle (2004) who found that collective values, beliefs and principles of employees within an organization constitutes organizational culture and this factors are important in enhancing the change management process in an organization.

It was established that there exist a statistically significant positive relationship between organization resources and change management in ODPP ($\beta = 0.277$, $p<0.05$). The beta coefficient of 0.277 means that when organization resources increases by 1 unit, change management in ODPP increases by 0.227. Thus, null hypothesis (**H_{03}**) "organization resources has no significant effect on change management in ODPP" was rejected by concluding that

organization resources has a significant effect on change management in ODPP. The findings are consistent with those of Sugarman (2001) who found that poorly resource endowed organisations usually face a lot of hurdles when it start any change initiative and failure to invest enough in the process the change initiative is bound to fail miserably. Sugarman (2001) asserts that for easy and successful change management process the organisations must set aside a considerable amount of its resources to support it. The findings are also consistent with those of Denrell (2004) who found that to sustain change initiative and high performance of an organisation, the firm needs to develop a strong foundation on resources.

Further, the results indicate that the relationship between leadership and change management in ODPP was positive and statistically significant ($\beta = 0.439$, $p<0.05$), implying that when leadership is enhanced by an additional unit, change management in ODPP increases by 0.439. Thus, null hypothesis (**H_{04}**) "leadership has no significant effect on change management in ODPP" was rejected by concluding that organization leadership have a significant effect on change management in ODPP. According to Ponder (2001) also found that leadership influences change management since change management demands strong leadership to rapidly push through stressful, discomforting and risky shifts in the business and organizational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organization. The findings are also consistent with those of Daft (2008) who found that a shared purpose between the leader and the followers will motivate both toward the desired outcome of change while a well-developed leadership skills will ensure initiation and coordination of a change process.

Moreover, a high degree of correlation among residuals of the regressions' data sets may produce inefficient results (Yupitun, 2008). Thus to test for multicollinearity, VIF and tolerance results were used. Gujarati (2003) asserts that multicollinearity means that there is linear relationship between explanatory variables which may cause the regression model biased. Theoretically, a VIF greater than 5 and a tolerance of less than 0.2 may suggest that the concerned variable is multi-collinear with others in the model and may need to be excluded from the model. Tolerance and VIF results on indicate there was no collinearity in the explanatory variables.

4.5.4 Summary of Results of Tests of Hypotheses

The summary of the results of the test of hypotheses on Table 4.14 indicate that based on the beta coefficients (β) Leadership has the most effect on change management with organisation culture following secondly, organisation resources follows thirdly while organisation structure least affects change management.

Table 4.14: Summary of the results of the test of hypotheses

Hypothesis	Results	Conclusion
H_{01}: Organization structure has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County	Statistically significant effect of organization structure on change management ($\beta = 0.241$, $p<0.05$)	**H_{01}** Rejected
H_{02}: Organization culture has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County	Statistically significant effect of organization culture on change management ($\beta = 0.295$, $p<0.05$)	**H_{02}** Rejected
H_{03}: Organization Resources has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County	Statistically significant effect of organization resources on change management ($\beta = 0.277$, $p<0.05$)	**H_{03}** Rejected
H_{04}: Leadership has no significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County	Statistically significant effect of leadership on change management ($\beta = 0.439$, $p<0.05$)	**H_{04}** Rejected

Source: (Author, 2018)

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings, conclusions of the findings, recommendations of the study and suggestions for further research.

5.2 Summary

The main purpose of the study was to examine factors influencing change management in the Office of Director of Public Prosecutions in Nakuru County.The study sought to find whether organization structure, organization culture, organization resources and leadership have a significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County. Data was collected using questionnaires and analyzed using descriptive and inferential statistics. Findings were presented using frequency tables, percentages and inferential statistics tables while the response rate was 94.1%.The research findings of the study on the basis of the guiding research objectives are summarized in this section.

5.2.1 Effect of Organization Structure on Change Management

The first objective of the study was to examine effect of organization structure on change management in the Office of Director of Public Prosecutions in Nakuru County. The research findings indicate that many respondents held a neutral opinion on whether employees are given the authority by leaders to make decisions and take actions to meet the needs and expectations at ODPP. Respondents agreed that delegation of responsibilities had enhanced change management process at ODPP. A larger majority of respondents agreed that responsibility and authority vested in employees drives change at ODPP with some respondents agreeing that the organization's hierarchy design influences the change. The research findings also revealed that it was not clear among respondents on whether leaders in ODPP have clear expectations for how employees should treat each other and clients as indicated by many respondents who held a neutral opinion. Employees' job description at ODPP does not clearly spell out employees' responsibilities and how they should treat other employees and their customers/ clients. There exists a statistically significant, positive correlation between organization structure and change

management in the Office of Director of Public Prosecutions. It was also established that there is a significant relationship between organization structure and change management in Office of Director of Public Prosecutions in Nakuru County.

5.2.2 Effect of Organization Culture on Change Management

The second objective of the study was to assess effect of organization culture on change management in the Office of Director of Public Prosecutions in Nakuru County. The research findings indicate that respondents held a neutral opinion on whether organizational learning and adaptability to change among employees supported change management. Respondents were indifferent on whether organization's strategic direction and goals enhance changes that take place in the organization with a fair majority of respondents agreeing and another fair majority of the respondents holding a neutral opinion. Respondents agreed that differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes. Deep-rooted values and beliefs among prosecutors and employee attitudes as part of the organization culture affect change process. It was established that staff at ODPP are fond of resisting new initiatives brought into the organization. There exists a statistically significant moderate positive relationship between organization culture and change management in Office of Director of Public Prosecutions. It was also established that there exists significant relationship between organization culture and change management in Office of Director of Public Prosecutions in Nakuru County.

5.2.3 Effect of Organization Resources on Change Management

The third objective of the study was to identify effect of organization resources on change management in the Office of Director of Public Prosecutions in Nakuru County. The research findings revealed that ODPP had no enough human capital to steer change management. Most respondents held neutral opinion on whether there was clear definition of employees' responsibilities ODPP. Respondents disagreed that employees have self initiation and collective focus which enhance change management implementation process. There were no enough funds to undertake and sustain change management in ODPP in Nakuru County, while allocated funds to deliver change management initiatives in the organization are not well managed. There is a statistically significant moderate positive relationship between organization resources and

change management in ODPP, and a significant relationship between organization resources and change management in Office of Director of Public Prosecutions.

5.2.4 Effect of Leadership on Change Management

The fourth objective of the study was to establish effect of organization leadership on change management in the Office of Director of Public Prosecutions in Nakuru County. Respondents disagreed that the management team at ODPP interact with subordinates and inspire them toward organizational objectives. There was neutrality among most respondents on whether organizational leadership at ODPP considers the human and emotional aspects of change during the change process. The management team at ODPP is involved in change management while most respondents held neutral opinion on whether organizational leadership at ODPP prepare employees for the change that the organization and the environment demand to enhance service delivery. Respondents agreed that there is regular communication by the management team on change management aspects and that top management administer the change process at ODPP. The findings indicate that there was disagreement among respondents that bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process at ODPP. The results show a statistically significant strong positive relationship between leadership and change management at ODPP, and a significant relationship between leadership and change management in Office of Director of Public Prosecutions.

5.3 Conclusions

Based on the research findings of the study, the following conclusions were drawn.

5.3.1 Effect of Organization Structure on Change Management

It can be concluded that organization structure has a significant effect on Change Management and that the correlation between organization structure and change management is positive and statistically significant. Employees are not given authority by leaders to make decisions and take actions to meet the needs and expectations at Office of Director of Public Prosecutions in Nakuru County. Hierarchy design, delegation of responsibilities and authority vested in employees has enhanced change management process at Office of Director of Public Prosecutions in Nakuru County. Leaders in Office of Director of Public Prosecutions in Nakuru County have no clear expectations on how employees should treat each other and the clients. Moreover employees' job

description at Office of Director of Public Prosecutions in Nakuru County does not clearly spell out employees' responsibilities and how they should treat other employees and their clients.

5.3.2 Effect of Organization Culture on Change Management

Conclusions can be that organization culture has a significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County. There exists a significant positive non-causal relationship between organization culture and change management in the Office of Director of Public Prosecutions in Nakuru County. Organizational learning and adaptability to change among employees, organization's strategic direction and goals have not really enhanced change management in Office of Director of Public Prosecutions in Nakuru County. Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes while Office of Director of Public Prosecutions deep-rooted values and beliefs among prosecutors and employee attitudes have influenced the change process. Further, there have been resistance to change among staff in the Office of Director of Public Prosecutions in Nakuru County.

5.3.3 Effect of Organization Resources on Change Management

It can be concluded that organization resources have a significant effect on change management. There exists a positive significant correlation between effect of organization resources and change management in the Office of Director of Public Prosecutions in Nakuru County. The Office of Director of Public Prosecutions has no enough human capital to steer change management. Employees at ODPP have no self initiation and collective focus which can change management implementation process. There is also inadequate funds to undertake and sustain change management in ODPP in Nakuru County with the allocated funds meant to deliver change management initiatives in the organization being are mismanaged.

5.3.4 Effect of Leadership on Change Management

Conclusions can be made that leadership have a significant effect on change management in the Office of Director of Public Prosecutions in Nakuru County. There exists a positive non-causal relationship between leadership and change management in the Office of Director of Public Prosecutions in Nakuru County. The management team at ODPP does not interact or inspire the subordinates toward organizational objectives this may have affected less consideration by the management on human and emotional aspects of change during the change process. Although the

management team at ODPP is involved in change management, it does not prepare employees for the change that the organization and the environment demand to enhance service delivery. The regular communication by the management team on change management aspects and role played by the top management in administering the change process at ODPP has enhanced change management. However, the bottom up approach used in the organization does not answer all limitations of the top bottom approach as it does not involves all the employees in the change process working in ODPP.

5.4 Recommendations

Based on the research findings and conclusions, the following recommendations were made

5.4.1 Effect of Organization Structure on Change Management

The Office of Director of Public Prosecutions in Nakuru County should ensure that employees are given authority to make decisions and take actions to meet the needs and expectations of the organization in a bid to enhance change management. Moreover there is need for the leadership team at ODDP to ensure that there is clear outline on enhancing employees' interrelationship among themselves and stakeholders if in enhancement of change management.

5.4.2 Effect of Organization Culture on Change Management

The ODPP should ensure that organizational learning and adaptability is enhanced among employees in a bid to ensure success in change management. There should also a continuous organizational learning so as to help all staff in ODPP understand the organization's strategic direction and goals towards change management. This will eliminate differences between teams that give rise to various sub-cultures making it difficult to achieve successful changes.

5.4.3 Effect of Organization Resources on Change Management

The Office of Director of Public Prosecutions should ensure that enough staffs are employed in a bid to enhance service delivery to the public and steer change management. Enough human capital will also ensure that change management is steered effectively in line with set National Prosecution Policy. Effective change management in ODPP can only be realized if adequate funds are allocated to this activity or process. Thus the ODPP should ensure that adequate funds are allocated by the national treasury during subsequent financial years steer change

management. Moreover, preventive measures and control systems should be put in place to safeguard allocated resources from mismanagement.

5.4.4 Effect of Organization Leadership on Change Management

The Office of Director of Public Prosecutions should ensure that there is cordial interaction between the management team and subordinate staff, toward achieving set organizational objectives on change management in ODPP. This interaction will ensure consideration by the management on human and emotional aspects of change during the change process. Through continuous training, employees was be adequately prepared for the changes that the organization anticipates to enhance service delivery.

5.5 Suggestions for Further Research

The study suggests further research on the following:

The study used a case study approach of Nakuru County; the researcher recommends that the topic examined can be studied broadly at a national level to warrant generalization of the findings. Yin (2003) asserts that in a case study, application of the research findings are only limited to the single case studies. A study should also be carried to establish influence of different leadership styles on change implementation. This will ensure that there is a clear understanding on the relationship between leadership styles and change management implementation. Further, similar studies can be carried out to test and validate the research findings of the topic studied using a quantitative approach to determine which factors under study namely; organization structure, organization culture, organization resources and leadership have more influence on change management.

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Appendices

Appendix I: Transmittal Letter

St. Paul University,
Limuru, Kenya

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH

I am a Master of Business Administration student at St. Pauls' University conducting a research study entitled **"Factors Affecting Change Management in the Office Of Director of Public Prosecutions in Nakuru County, Kenya"**. The purpose of this letter is to request you for permission to interview you/ your staff using the questionnaire copies attached. You are kindly requested to fill in the questionnaire with precision and accuracy. The questionnaire is supposed to assist in answering specific objectives of the research which is being undertaken as part of the University requirement. Any information given herein was be treated with utmost confidentiality and only be used for the purpose of research. So kindly feel free to fill the questionnaire.

Thank you.

Yours faithfully,

Hillary Isiaho

Appendix II: Respondents' Questionnaire

My name is Hillary Isiaho, a Master of Business Administration student at St. Pauls' University, conducting a research study entitled **"Factors Affecting Change Management in the Office of Director of Public Prosecutions in Nakuru County, Kenya"**. This questionnaire will help in answering formulated research questions on the topic under study. Information given herein will be treated with utmost confidentiality. Please answer all the questions honestly. Tick (√) or fill up the box at the appropriate blank

PART A: BIODATA

Age

25-30 years [ ] 31-40 years [ ] 41-50 years [ ] above 51 years [ ]

Gender

Male [ ] Female [ ]

How long have you worked in this organization?

Less than 1 year [ ]

1-3 years [ ]

3-5 years [ ]

5-10 years [ ]

Over 10 years [ ]

PART B: FACTORS AFFECTING CHANGE MANAGEMENT

This part contains questions on factors affecting change management.

Section A: Organization structure

The following statements relate organization structure, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate your agreement with these statements on how they influence change management in ODPPP.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Employees are given the authority by leaders to make decisions and take actions to meet the needs and expectations.					
2.	Delegation of responsibilities has enhanced					

	change management process					
3.	Responsibility and authority vested in employees drives change at ODPP					
4.	The organizations hierarchy design influences the change process					
5.	Leaders in my organization have clear expectations for how employees should treat each other and our customers/ clients.					
6.	My job description clearly spells out my responsibilities for how I should treat other employees and our customers/ clients.					

Section B: Organization culture

The following statements relate to organization culture, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate your agreement with these statements on how they influence change management in ODPP.

	Statements	5	4	3	2	1
1.	Organizational learning and adaptability to change among employees support change management.					
2.	Orgnisation's strategic direction and Goals enhance changes that take place in the organization					
3.	Staff are fond of resisting new initiatives brought into the organization					
4.	Differences between teams have given rise to various sub-cultures in the organization that makes it difficult to achieve successful changes					
5.	Deep-rooted values and beliefs among prosecutors affect change process					

6.	Employee Attitudes as part of the organization culture affect change process					

Section C: Organization Resources

The following statements relate to organization resources, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate your agreement with these statements on how they influence change management in ODPP

	Statements	5	4	3	2	1
	Human Capital					
1.	The organisation has enough human capital to steer change management.					
2.	There is clear definition of employees responsibilities					
3.	Employees have self initiation and collective focus which enhance change management implementation process					
	Financial resources					
4.	There is enough funds to undertake and sustain change management in the organization					
5.	Allocated funds to deliver change management initiatives in the organization are well managed					

Section D: Leadership

The following statements relate to leadership, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate your agreement with these statements on how they influence change management in ODPP

	Statements	5	4	3	2	1

1.	The management team interact with subordinates and inspire them toward organizational objectives					
2.	Organizational leadership considers the human and emotional aspects of change during the change process					
3.	The management team is involved in change management					
4.	organizational leadership prepare employees for the change that the organization and the environment demand to enhance service delivery					
5.	There is regular communication by the management team on change management aspects.					
6.	Top management administer the change process at ODPP					
7.	Bottom up approach answer all limitations of the top bottom approach as it involves all the employees in the change process					

Section D: Change management

The following statements relate to change management, on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate your agreement with these statements.

	Statements	5	4	3	2	1
1.	There are long periods of planning before the change is delivered					

2.	The process of implementation for the change is flexible and reactive					
3.	There are logical reasons for change which are visible and the goals are transparent					
4.	There are delays in the timescales that are set in the change process					
5.	Communications about the change are timely and relevant					
6.	There is no resistant to change among employees					
7.	The middle management of the organization promotes the change process					
8.	The organization culture promotes the change process					
9.	The organization has clear vision that guide the change process					
10.	The organization has resources to Support the Change Process					
11.	The Organization Employees Support Change Process					
12.	The organization Leaders Provide Facts to employees on the change Process					