

**AN EVALUATION OF INFLUENCE OF LEADERSHIP ON MANAGEMENT
OF STRATEGIC ORGANIZATIONAL CHANGE: A CASE STUDY OF
NAKURU COUNTY GOVERNMENT, KENYA**

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**A Research Project presented to The School of Business and Economic Studies,
Kabarak University, in Partial Fulfilment for the Requirements for the Degree of
Master of Business Administration Strategic Management**

KABARAK UNIVERSITY

DECEMBER, 2019

DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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RECOMMENDATION

To the Institute of Postgraduate Studies:

The research project entitled “**An Evaluation of Influence of Leadership On Management of Strategic Organizational Change: A Case Study of Nakuru County Government, Kenya**” and written by **Ruttoh, Fred Bore** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend it to be accepted in partial fulfillment of the requirement for award of degree of Master of Business Administration (Strategic Management option).

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DEDICATION

This research project is dedicated to all my family members and friends for the unconditional support and encouragement throughout this period. God bless them all.

ABSTRACT

Leadership has the ability to bring a vision into reality by making swift decisions and inspiring others. Leadership is guiding people and the company in the right direction through empowerment and inspiration, objectively enabling people to achieve organizational goals, whereas management is a set of processes that help the company to be reliable and efficient. This study seeks to investigate the influence of leadership on strategic change in Nakuru county government. Four specific objectives guided this study. This included: to establish the influence of leaderships' communication; to assess the influence of leaderships' strategic direction; to evaluate the influence of Leaderships' organization culture and to determine the influence of leaderships' group dynamics' management on strategic change in Nakuru county government. The study was anchored on three theories, the systems theory, upper echelons theory and the strategic leadership theory. A descriptive research design was used for this study. The study targeted employees from several cadres in the county totalling to 1266. To come up with a sample of 304 respondents the study made use of proportionate stratified random sampling technique. Primary data was collected using a questionnaire as the main data collection instrument. The study generated both qualitative and quantitative data. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS) and analyzed using descriptive and inferential statistics. Qualitative data was analyzed based on the content of the responses. Karl Pearson's coefficient of correlation and multiple regressions was used to establish the relationship between the independent variables and the dependent variables. The study achieved a correlation coefficient of 0.847 for the study. The correlation coefficient presents the correlation between the independent variables in a cumulative manner against the dependent variable. The regression coefficients are used to show the effect of the unit increase on the independent variable on the dependent variable. In this context, the beta coefficients of communication, strategic direction, organizational culture and dynamics management are 0.236, 0.217, 0.259, and 0.191 respectively. The achieved results for the communication variable were $t=10.475$, $sig=0.000$ leading to the conclusion to reject the null hypothesis at 5% level of independence since p value is less than 0.05. The achieved results for the strategic direction variable were $t=8.219$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05. The achieved results for the organizational culture variable were $t=10.526$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05. The achieved results for the group dynamics variable were $t= 7.858$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05. The study recommended that the leadership had an influence on the strategic organizational change of the county government at Nakuru with communication, strategic direction, organizational culture and dynamics management had positive and significant influence on the strategic change individually. The study thus recommended that the county government of Nakuru should put emphasis on the leadership aspects at the country to influence the strategic change. The study recommended that other factors that influence on the strategic change at the county government be examined.

Key Words: *Communication, Strategic Direction, Organization Culture, Group Dynamics' Management, Strategic Change.*

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LIST OF ABBREVIATIONS

CEC	County Executive Committee
COG	Council of County Governors
HODs	Head of Departments
IFMIS	Integrated Financial Management Information System
IGRA	Intergovernmental Relations Act
KNBS	Kenya National Bureau of Statistics
SPSS	Statistical Packages for Social Scientists

OPERATIONAL DEFINITION OF TERMS

Change Management: change management has been used in this study to refer to the approaches taken for the preparation and support of individuals, teams and organizations to go through the process of change.

Communication: communication has been used in this study to refer to the passing of information by the leaders, relating to change, which includes the benefits and goals of the change and the roles the employees are expected to play in the change process.

Group Dynamics' Management: this has been used in this study to refer to the management of interactions of teams or groups within the organization or institution.

Leadership: Has been used in this study to refer to the action of leading and organization or a group of people.

Organization Culture: has been used in the study to refer to the underlying norms and beliefs, values, assumptions and ways of doing things that contribute to the unique social and psychological environment of an organization.

Strategic Direction: strategic direction has been used in this study to refer to a clear vision and course of action that led to the achievement of the set goals and objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Leadership, as defined by Nel, *et al.* (2014), refers to the practice of influencing other people by an individual influences others to wilfully dedicate their efforts and time towards achieving a common organizational or group's goal or objectives. Leadership has also been defined by Cole (2015) as a dynamic process where one person influences others to voluntarily contribute towards the attainment and realization of the objectives and goals as well as aspirations of values of the group. From the foregoing therefore, the essence of leadership is to assist an organisation or a group to achieve sustainable growth and development. There are various styles of leading, such as transformational, transactional and laissez-faire.

1.1.1 Leadership

Transformational style of Leadership comprises of the components of idealized influence, inspiration, intellectual stimulation and individualized consideration and has been suggested widely as the optimum style for managing change (Boal & Hooijberg, 2014). Transformational leadership is based more on the leaders shifting values, beliefs and needs of their followers and is a broader concept which implies reshaping the entire strategies of the organization. Transformational leadership leads to positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic and passionate (Tiri, Ogollah, & Mburu, 2015). These leaders are not only concerned and involved in the process but they are also focused on helping every member of the group succeed as well.

Transactional leaders expect certain work behaviours from their subordinates who are compensated for these behaviours by both monetary and nonmonetary rewards. The locus of the relationship is on an exchange. Each party to the exchange recognizes the value of the exchange as well as the value of the relationship, but these bargainers have no reason to remain together subsequent to the exchange (Yukl, 2013). There is nothing enduring about their relationship; no actual engagement has occurred. On the other hand, laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. This style of leadership implies that someone in the position of a leader does not fulfil leadership responsibilities and practically does not engage or involve in

any meaningful transactions whatsoever (Vera & Crossan, 2014). This leader does little or nothing to affect either the followers or the outcomes of their behaviours. Passive or avoidant leadership describes the leaders who avoid getting involved in the work progress and decision making. Goals and standards of tasks are not clearly articulated for the followers. This leadership style consists of passive management-by-exception leadership and are seen as withdrawn and uninvolved.

According to Verma, (2013) ideal leadership other than having the leadership attributes of intellect, energy and personal attributes needs to lay emphasis on strategic communication. He asserts that strategic communication is getting the right message to the right audience at the right time through the right media with the right effect. In his conclusion he states that and effective leaders are also effective communicators but the opposite is not always true; i.e; effective communicators are not always effective leaders.

According to Hoskisson et al. (2004), & Redmond (2012) the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary lies with strategic leadership. The accomplishment of this is done through determining strategic direction, exploiting core competencies, developing human capital, sustainable organizational culture, emphasis on ethical practices and establishing balanced organizational controls.

According to Xenikou, (2019), one of the most essential aspects of leadership is to influence the shared cognitions and behavioural norms that organizational members hold, and thus effective leaders must put effort into culture formation, change and maintenance. This can be achieved through various mechanisms that leaders can employ; communication a powerful clear vision, organizational design and systems and the allocation of resources and rewards.

Hoyt et al; (2006), leadership invariably occurs within the context of a group. Leadership is a relational property of leaders cannot exist without a group , and groups cannot exist without leaders.

1.1.2 Strategic Organizational Change

Change involves the crystallisation of new possibilities; new policies, new behaviours, new patterns, new methodologies, new products or new market ideas,

based on the reconceptualised patterns in the institution (Kanter, 2012). The architecture of change involves the design and construction of new patterns, or the reconceptualization of old ones, to make new, and hopefully more productive actions possible. Lycke (2014), state that changes can be numerous and could also include changes to procedures, structures, rules and regulations, technology, training and development and customer needs within organisations. Adding a new dimension to the definition of change, Robbins (2015), maintained that change should not be incidental in nature. All change initiatives must be planned in consultation with employees.

Many organizations, including government agencies, are set up to promote stability, routine, and predictability in people's lives and in their interactions with others. Yet their operating contexts are subject to continual pressures for change. Those pressures come from multiple sources (Stoyanova, 2015). The biggest questions that arise is what the appropriate time for organizations to embrace and pursue change is, the scope of the change that should be introduced and the parts of a system that should be maintained. When change is handled badly, many problems can arise. When it is done well, change can open up many opportunities previously not realized. Politicians, advisors, policy analysts, and public sector managers increasingly need to be effective change managers.

Approaches to change management can be simple or sophisticated. Strategies used in any given instance will depend on time constraints and resource considerations (Rajesh & Regilal, 2017). As well as introducing participants to the fundamentals of carefully-planned change management, the study recognizes that frequently, change must be managed in urgent, difficult, and near-crisis conditions. Change management incorporates appreciating the drivers of transformation both in the internal and external environment and also observing the beliefs and attitudes of people within the organization (Pazireh, Akhlagh, & Akbari, 2014). Change within the organization may affect behaviour, shared beliefs, the way work is done and the rules that shape mental models. Shared mental models are a part of organizational culture. The dynamic business environment requires frequent changes in the way organizations operate structurally (O'regan & Ghobadian, 2015). Great efforts should be put in the implementation of change simply because the future of organizations fully depends on the success of change projects.

Change management requires leadership that has the ability to predict, anticipate and prepare for eventual internal changes as a result of changes in the external environment (Nooraie, 2016). The leadership must be able to marshal others into buying in to the change process so as to avoid backlash and opposition of the change. For the strategic change to be successfully implemented therefore, the leaders must offer direction to the staff members and able to inspire positive emotions in the institution and ensure unity of purpose while amicably resolving divergent views among the organization's employees (Murugan, 2016).

The leaders must be able to successfully sail their organizations through turbulent times occasioned by external pressures of change. Jooste and Fourie, (2016) have asserted that since the world has transformed into a small global village, leaders must become innovative and creative in the ever-changing environment in order to remain competitive and to grow successful organizations. Additionally, Tropicales and Guzman, (2014) postulated that strategic leaders integrate the vision, creativity and innovation necessary for long term success with the operational focus and understanding that preserves organizational stability.

1.1.3 Nakuru County Government

The County of Nakuru is one of the Counties that were established after the promulgation of the Constitution in 2010 and after 2013 election. The County is among the most cosmopolitan in the country. The County is among the 14 Counties within the Rift Valley region. The major economic activities include; agriculture, tourism and financial services. Nakuru is an agricultural rich County whose background was shaped by the early white settlement schemes. Nakuru County is home to 2.1 Million people as per the Kenya National Bureau of Statistics (KNBS) 2017 projections (KNBS, 2017). The County's two major towns are; Nakuru Town which is the County's headquarters and Naivasha town which is popular for both local and international tourism because of its proximity Nairobi the capital city of Kenya. The county is divided into nine administrative Sub-Counties namely; Naivasha, Gilgil, Nakuru, Rongai, Nakuru North, Subukia, Njoro, Molo, and Kuresoi. Njoro and Kuresoi were hived off from Molo Sub-County, Gilgil from Naivasha, Rongai from Nakuru Town, and Subukia from Nakuru North.

Before the promulgation of the constitution of Kenya, Nakuru County was known as the county council of Nakuru headed by the Mayor. After the constitution was promulgated and elections held in the year 2013, it heralded a new beginning with the creation of the county government of Nakuru, changing leadership from the mayor and county council to the governor with his/her county executive team. The county governor and the deputy county governor are the chief executive and deputy chief executive of the county, respectively. The first governor of Nakuru County was Kinuthia Mbugua who was replaced by the current one Lee Kinyanjui after the elections of the year 2017. Other members of the county executive committee in Nakuru are members the county governor appointed, with the approval of the assembly, from among persons who are not members of the assembly. Members of a county executive committee are accountable to the county governor while performing their functions and exercising their powers. Other members of the county executive are the County Secretary, who is the secretary to the county executive committee and a county chief officer who is responsible to the respective county executive committee member for the administration of a county department.

1.2 Statement of the Problem

Strategic change has become a constant occurrence that no institution can survive without its proper management (Cameron & Green, 2015). Changes in the social structure, political environment, technology, workforce demographics, legal and regulatory frameworks, and the global economy have had significant influence on the organizational processes, structures and the services provided. The organizations that are caught unawares by these forces of change have been forced to operate in a devastating environment as the forces create an external environment that is unpredictable, dynamic and demanding (Arvinen-Mnondo & Perkins, 2013). Since organizational change is constant, those mandated with the progress of the organization need to be aware and knowledgeable about the different aspects of the management of such change. Leadership is therefore a very crucial variable in the strategic organizational change.

Some of the changes worth noting with respect to county governments are; the shift from the municipal councils to the county governments, the shift of procurement to Integrated Financial Management Information System (IFMIS), the introduction of the Public Procurement and Asset Disposal Act Of 2015 and other Acts of Parliament

(Oganga, 2013). Nakuru County has faced numerous challenges as a result of these changes. These includes numerous strikes by county workers, resistance of the IFMIS, lack of public participation as provided for by the constitution, coordination challenges between departments and challenges in generating own source revenues. To the best of the researcher's knowledge, very few studies have been done locally on the role leadership plays in the management of strategic change but none has been done in relation to the counties and their governments.

Local studies done in relation to strategic organizational change and the role that leadership plays include; Oganga, (2013) who carried out a study investigating the involvement of employees, by the organizational leadership, in the strategic change process in the ministry of housing in Kenya. The study established that the involvement of the employees in the change processes minimises the resistance to change. Mwangi, (2015) conducted a study aimed at assessing how New Kenya cooperative creameries Ltd managed its strategic change and established that made use of emergent and planned approaches of change management. Ojendo, (2016) also carried out a study on how the Energy regulatory commission of Kenya managed its strategic change and found that the firm adopted change leadership, creation of understanding and awareness of the change process and overcoming opposition to change. Evidently, as much as these organizations are in the public sector, no study has been done on the strategic change and the role leadership plays in the change process with respect to counties and their governments. This study aims to close this knowledge gap by investigating the influence of leadership on strategic change in Nakuru county government.

1.3 Purpose of the Study

The main aim of this study will be to investigate the influence of leadership on strategic change in Nakuru county government, Kenya.

1.4 Objectives of the Study

- i). To establish the influence of leaderships' communication on management of strategic change in Nakuru county government, Kenya.
- ii). To assess the influence of leaderships' strategic direction on management of strategic change in Nakuru county government, Kenya.

iii). To evaluate the influence of leaderships' organization culture on Management of strategic change in Nakuru county government, Kenya.

iv). To determine the influence of leaderships' group dynamics' management on management strategic change in Nakuru county government, Kenya.

1.5 Research Hypothesis

H₀₁: Leaderships' Communication has no significant influence on the management of strategic change in Nakuru county government.

H₀₂: Leaderships' Strategic direction has no significant influence on the management of strategic change in Nakuru county government.

H₀₃: Leaderships' Organization culture has no significant influence on the management of strategic change in Nakuru county government.

H₀₄: Leaderships' Group dynamics' management has no significant influence on the management of strategic change in Nakuru county government.

1.6 Justification for the Study

Internal crises, the appearance of modern technologies, new problems and new methodology for workforce are key drivers for change in the organization. Changes, such as new information and communication technologies, economic, social and political environment, globalization, are on the rise in the public sector. The county government has to implement improvement initiatives, in order to succeed in nowadays changeable environment. County Government institutions have a classic, formal organizational culture, with strong bureaucracy, followed by their goals and specificity. This calls for strong leadership which will drive change in the institutions. This study sought to establish the influence of leadership on strategic change in in Nakuru county government.

1.7 Significance of the Study

The study made contributions to the body of knowledge specific to leadership and its influence on strategic change in the Kenyan context. This knowledge was informative to the leaders in the counties in determining the key areas and moments for strategic change and developing key competencies to drive the desired change. The county leadership benefited from the study in creating and maintaining strategic leadership necessary for driving their institutions forward and on the leading edge.

The findings of this study were of great importance to the government institutions such as the county governments and the parliament in coming up with laws and

formulating the necessary policy guidelines to assist in the management of strategic change in the counties. Other counties also benefit from the findings of the study as the results was generalizable to all the counties in the country.

To the scholars and academicians, the study provided information for future reference concerning the role that leadership plays in driving strategic change in the organizations. In this regard, the study provided areas for further research that future researchers interested in this field might consider when conducting research. Information collected by this study was stored in academic libraries for future reference by the scholars.

1.8 Scope of the Study

The study aimed to investigate the influence of leadership on strategic organizational change in Nakuru county government. The study targeted the senior leaders in the county government of Nakuru namely the CECs, COs, directors, sub county administrators, HODs, Medical superintendents, Auditors, Accountants, Ward administrators, Senior doctors, Senior nursing officers and senior administrators as they are the ones mandated with implementing and overseeing strategic changes in the county. Primary data was collected by use of structured questionnaires administered to the said officers. So as to come up with credible information fit for the study, comparisons was made between theory, as enumerated in the works of scholars, and practice through various interviews. The study was carried out in two months' time. The study was carried out with Nakuru County as most Employees are based within the county.

1.9 Limitations of the Study

The county government may have a confidentiality policy that may restrict most of the respondents from answering some of the questionnaires since it might be considered to be against the government's confidentiality policy to expose their confidential matters. The suspicion normally associated with any kind of a research study. Other challenges include some of the respondents not filling or completing the questionnaire or some issues being misunderstood, inadequate responses to questions and unexpected occurrences like respondents proceeding on leave before completing the questionnaire.

The confidentiality limitation will be solved by assuring the respondents of utmost confidentiality and disclosing the academic purpose and intention of the study. The limitations on the filling of the questionnaire will be mitigated through constant reminder to the respondents during the period they will be having the questionnaire. The researcher will present an introduction letter obtained from the university to the county government and this will help to avoid suspicion and enable the leaders to disclose much of the information sought by the study. Additionally the researcher will engage the help of research assistants to help in administering the questionnaires to the respondents.

The study focused on four independent variables which was leadership communication, leadership strategic direction, organization culture and group dynamics' management while the dependent variable was the strategic organizational change. Due to time and financial constraints, the study was not done in all the counties in Kenya but covered Nakuru County only as a case study.

1.10 Assumptions of the Study

The following assumptions will be made by the study;

- i). It is assumed that the population sample taken will be representative of the whole population
- ii). It is assumed that the respondents shall be honest and accurate in giving information regarding influence of leadership on strategic organizational change in Nakuru County.
- iii). The study also assumes that all the results obtained from the study on will be generalizable to other counties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides an extensive literature and research related to influence of leadership on strategic organizational change. This literature review summarizes a diverse spectrum of views about strategic organizational change. The chapter is thus structured into theoretical, conceptual and empirical review. The study also presents the knowledge gap the chapter seeks to fill.

2.2 General Overview of the Study

This section reviews literature related to the study organized based on the research objectives. Zhang (2014) conducted a study on the relationship between perceived leadership style and employee engagement among 439 sales assistants in Sidney Australia. The results showed that employee engagement is associated with an employees' perception of leadership style in his or her direct supervisor, negatively when classical or transactional leadership styles are perceived and positively in the case of visionary or organic leadership. Moreover three employee characteristics moderated the relationship between the perceived leadership style and employee engagement in different ways. In this study, Zhang concludes that leadership styles influence employee engagement.

Mbithi (2014) conducted a study to understand how universities in Kenya responded to reforms, focusing on their leadership that is critical in both managing the transformation and creating academic excellence. It emerged that transformational leadership behaviour of the top leadership of universities in Kenya led to high employee and employee performance and that the top leadership of these universities is able to match their strategy with the correct structure, systems and technology to achieve organizational effectiveness.

Mativu, (2013) undertook a study to examine management of strategic change at Safaricom Limited Company. His study discusses changes in the company management overtime as well as management strategies adopted to overcome external challenges. The study revealed that although the firm's supervisory approaches employed in midst of challenges to solve crisis and steer performance are highlighted,

a gap exists on the influences of leadership, and more specifically transformational leadership on the employee performance.

Tiri, Ogollah and Mburu (2015), investigated the influence of transformational leadership styles on virtual team project performance in Safaricom Company limited. The study established that there existed a positive relationship between influence of transformational leadership styles and virtual team performance in Safaricom Company limited. A major gap in their study as previously highlighted is lack of explanation of how individual factors of transformational leadership impacts on employee performance.

Khan, et al., (2015) investigated the relationship of self-awareness leadership competencies, organization commitment and organization performance. The quantitative research focused on call centres of telecom sector operating in Islamabad and used 245 questionnaires.. The quantitative research focused on call centres of telecom sector operating in Islamabad and used 245 questionnaires. The findings indicated that employee's organization commitment strongly mediated the process of impact of self-awareness leadership competencies on the organization performance. That is, though self-awareness leadership competencies positively impacted on organization performance, the presence of the organization's commitment boosted the relationship.

Taylor (2017) did a study on the role of strategic leaders in strategy implementation. He used an explorative research design for a period of ten years. The findings revealed that good leaders will always ensure that major changes take place such that they can obtain the highest level of improvement in activities related to the organization. To succeed, such leaders communicate to both external and internal members through the use of an open style of management, whose main objective is the development of new corporate cultures which employees can fit in to.

Lufthans (2015) did a survey of the influence of transformational leadership on strategy implementation at Kellogg a multinational food manufacturing company. The study used a descriptive survey and interviewed a hundred top management executives. The findings showed that it was imperative for organizational leaders to

provide resources, share the vision, show commitment, and ensure employee involvement in strategy implementation as well as welcoming new ideas.

Muhoro, (2014) investigated the effect of leadership in strategic change implementation in Telkom Kenya. The study used a descriptive survey to explain the existing relationship between strategic leadership and implementation of strategic change management. The study used primary data which was collected using a questionnaire. The results showed that leadership was an essential tool in effective change management; leaders provided support, direction, facilities and resources that enhanced successful implementation of strategy.

2.3 Leadership's Communication and Strategic Organizational Change

Effective communication is the cure of all leadership activity leaders know they can best achieve their goals if they have the cooperation of the people they work with (Den Hartog, *et al.* 2014). Their ability to communicate effectively enables them to influence the attitudes and actions of their colleagues and subordinates. Leaders can sell their ideas better if they communicate effectively. The ability to express themselves clearly and effectively can be their most valuable skill. Research by Hoque, (2014), revealed that communication has been recognized as one of the fundamental principle that has impact on the whole question of development and strategic management.

Communication enhances the image and credibility of the development organizations involved in the efforts; and last, to enable community consultation on specific initiatives (Kellett, Humphrey, & Sleeth, 2016). According to research by Johansson, *et al.*, (2014), have attested that leaders communicating effectively to demonstrate daily in all organizations. Further, top executives in all Industry and countries consistently list good communication skills as one of the most important qualities for organizational success. Research by Robbins, (2013), postulated that communication process focuses on context as the basis for designing intervention strategies which focus on participation, social change, learning and empowerment

According to Cameron and Green, (2015) an organization can build leadership through communication by denying the importance of effective interpersonal

communication for leadership role, building trust and believability, having a clear perception while communicating with others, have strategies of improving self-concepts, delivering clear and concise messages and acting assertively and not aggressively or passively. Communication influence involves clarity, listening, understanding and adapting to audiences as well as negotiable persuasively leaders produce user friendly verbal and written communication that is clear and concise check that it has been understood as intended (Cameron & Green, 2015). The leader also keeps people up to date and fully informed of any changes to the original communication. Another commonly noticeable trait is that they allow for a genuine contest of ideas and pulls different views into a coherent position and finds common ground to facilitate agreement and acceptance of mutually beneficial solutions. These people also reach negotiated positions through compromise, which lead to the achievement of the required outcomes.

Every leader needs to consider communications as an important never-ending responsibility then success directly links to their organization.. He further asserts that effective organizational communication even at the interpersonal level becomes difficult and at times seemingly impossible. In organization where hierarchical relationships exist, communication requires even greater effort to yield the degree of understanding necessary for effective operations (Hoque, 2014). In organizations, formal communication generally, flows in different directions i.e. downward; upward and horizontal. He further adds that there is a manager leader whose skills are not in born. A manager is a position given by the job level thereby empowering the appointed person to utilize several resources (human, material, equipment and capital) for results leadership is the managing of the human resources, in order to influence their performance by inducing them to a motivator, persuader, effective communicator, a listener, a negotiator and delegate.

Research by Johansson, et al. (2014) has proposed four critical communication components of leaders including initiating structure, facilitating work, relational dynamics, and representing the unit as the leaders' communication behaviour within organizational teams. In discussing in each of the component's communicative leadership, the authors proposed that in initiating structure, the leader should be able to define mission, set goals and expectations, plan and allocate tasks with the view of

making meaningful work performance. Further, in facilitating work, the leader should be able to undertake performance feedback, coaching and training performance feedback, problem solving and encouraging self-management. Research by Rajhans, (2013) proposed communication measures including information distribution that is relevant in a timely manner, creating and building effective decision-making process through active communication within the organization and development of a good communication culture to boost team spirit and teamwork

2.4 Leadership's Strategic Direction and Strategic Organizational Change

Strategic direction is the process of directing and controlling the organization action that leads into achievement of the goal which may involve different degrees of changes hence they must set the activities and process to be followed across all levels (Boal & Hooijberg, 2014). Research by Alexander, (2015) advanced that strategic direction has significantly contributed to organizational performance by generating relevant information in a bid to reduce uncertainty while creating a better understanding of the important environment within which organizations operate. Further, researchers revealed that strategic planning as an essential tool which generates greater understanding in the process of planning initiation as an area of interest and importance to both practitioners and theorist (Barney, 2013; Bryson, Berry, & Yang, 2015). Strategic direction is a variable that influences organizational processes, business environments and performances of businesses while investigating planning in businesses (French, Kelly, & Harrison, 2014).

Strategic direction is one of the key strategic leadership actions which plays critical roles in ensuring strategies are executed effectively (Jooste & Fourie, 2016). Strategic direction is an avenue through which top echelon of the institution provide strategic direction to the different department and sections, communicate to their staff who eventually implement strategic plans hence offer a control over the strategic processes. Strategic leaders are in-charge of directing and controlling the organization into achievement of the goal which may involve different degrees of changes hence they must set the activities and process to be followed across all levels. Further, research by Johansson *et al.*, (2014), revealed that strategic decisions should be sustainable, should offer competitive advantage, should develop processes to deliver

the strategy, should exploit the linkages between the organization and its environment and should move the organization forward to a significant position.

Leadership is about finding the right direction or path and then leading others onto the future. Finding path is the onus of leadership. Nadler, Shaw, and Walton, (2015) emphasized the importance of leaders in organizing and maintaining a climate for change within organizations. Although participation of all players is necessary, the role of the leader in the change process is crucial. Strategic leadership shapes the formation of vision and mission, facilitates strategy formulation and strategy implementation and helps in the achievement of strategic competitiveness and above-average returns. It is involved in effectively managing the firm's resource portfolio, sustaining an effective organizational culture, emphasizing ethical practices, establishing balanced organizational controls, developing policies and procedures and developing reward systems.

A leader that is adaptive is required in a work environment that is adaptive in order to give direction within the organization's systems, offer protection, solve conflicts and maintain norms. Having a common goal, the ability to influence and having employees that are willing to work toward the company's vision are the three elements of leadership. Nonetheless effective leadership is not guaranteed by possessing the three elements. This is because in their effort to redirect the company, leaders often face resistance from their employees. According to Bryson, *et al.*, (2015) as far as organizational change is concerned, the only certain thing is that nothing is certain. Barney (2013), states that many leaders think that individual behaviour in an organization can be changed by changing the organizational culture, which is a common mistake. He posits that the active involvement of the CEO as well as the decision-making team is imperative for effective cultural change to occur.

The senior management must take up the change process initiative. Cultural differences however forms part of the main source of difficulties. The management of the change process is therefore influenced by these differences especially at the top executive level. As DeChurch, *et al.*, (2016) postulate, any change process often faces problems at its implementation because the senior management has improperly

framed it. They postulate that the cognitive approval of the organizational change process is affected by how the strategies are framed.

Strategic leadership interference is more evident in large, diversified organizations with many divisions, and which often fall into the trap of imposing highly bureaucratic controls as a result of financial restrictions, the political context and the short-term demands of the markets (Cameron & Green, 2015). Government-owned or funded organizations, for example, would constrain strategic leaders. The very fact that leadership in most democratic regimes is changed after limited terms is an incentive to use tight financial controls in order to deliver short-term results. High levels of diversification, budget deficits, political issues, and accountability for even the smallest amount of money are other factors that constrain strategic leadership in most diversified organizations (Bryson, *et al.*, 2015). Change is disruptive, messy, and complicated. Even with the best laid plans, events rarely occur exactly as they were predicted. Real change in real organizations is intensely personal and enormously political (Nooraie, 2016). Barney, (2013) reports that without strategies to engage and involve people in the process, organizations often fall short of the benefits they hoped to realize through their change initiatives. Even more detrimental than a failed change initiative is the fallout from the failure such as lost productivity, low morale, wasted time, and wasted money.

2.5 Leadership's Organization Culture and Strategic Organizational Change

The shared beliefs, values and norms which influence the way employees think, feel and act towards others inside and outside the organisation is defined as organizational culture (Buchanan & Huczynski, 2013; Balogun & Hailey, 2013). Organizations possessing a strong culture at a time of required strategic change may be less flexible and less able to change. According to Cummings and Worley, (2013) changing corporate culture can be extremely difficult and risky exercise and as such requires top management commitment and support, clear strategic vision, symbolic leadership, supporting organizational changes, selection and socialization of newcomers and termination of deviants, as well as sensitivity to legal and ethical issues. Buchanan and Huczynski, (2013) argue that there must be a fit between strategy, structure, systems, staff, skills, shared values and style for strategic change implementation to

successful. This view is supported by Kotter and Schlesinger, (2014) who appoints out that for change to be successful, it must be anchored on the organisation's culture. Organizational culture has consistently emerged as a pivotal variable in determining the success of efforts to implement change in an institution and one of many situational moderators essential in determining leadership effectiveness which represents all those elements that "glue" together the members of an organization. Consequently, it affects the operationalization of the organization. Culture acts as a moderating variable with respect to the implementation of change. Balogun and Hailey, (2013) proposes that, by influencing the nature of the organizational culture, leaders can influence organizational members' attitude to work and motivation. Furthermore, analysis of the organizational culture helps identify the structure of the organization and the beliefs of the employees, which are essential elements in the implementation of leadership.

The most notable efforts in that field were made by Cameron and Green, (2013). They found that many studies of organizational cultures share many common characteristics and so there is a considerable overlap in studies. Cameron and Green, (2015) also mentioned that "it is possible to identify a desired culture and to specify strategies and activities designed to produce change, but without the change process becoming personalized, without individuals being willing to engage in new behaviours, without an alteration in the managerial competencies demonstrated in the organization, the organization's fundamental culture will not change".

Changing a culture is a large-scale undertaking and eventually all of the organizational tools for changing minds will need to be put in play (Cameron & Green, 2015). To change or to manage corporate culture one has to be able to define and therefore pinpoint exactly what it is one is trying to change. In the area of organizational change management the attention of academic researchers and practicing managers has been focused on three principal questions: what changes, why changes, and when changes. Cultural change is concerned with beliefs, traditions and human behaviour within the organizational structure. Cummings and Worley, (2013), proposes that cultural change may often happen as subtle shifts within elements that characterize a particular culture.

So far, it has been obvious that cultural change by its very nature is rather nebulous. Hatch, (2013) model of organizational culture change emphasizes the roles of both leaders and followers in creating and changing organizational culture. Cultural change was also discussed by Robbins, (2013), who attributed it to charismatic interventions of a unique and idiosyncratic sort and also suggested a top executive's role as the main source of information is conferred by their important role in shaping culture.

2.6 Leaderships' Group Dynamics' Management and Strategic Organizational Change

Dynamics refer to the forces and factors at play in a situation. It is an action and interaction and at times, reaction wet of activity like a dynamo or volcano. These forces and factors react in all direction and all levels of the situation affecting the boss, workers, supervisor and teams of work place (Nooraie, 2016). The main objective of organizational dynamics is to make managers and supervisors aware of the existence of these groups in organizations so that they can be able to effectively manage item (Stoyanova, 2015).

Leaders alone cannot do the job. They may lead but they need others to follow. Leadership therefore concerns how people work and build unity among these people. Working groups have their own sense of identity and successful leaders understand that working groups have their own personality power, attitudes, standards and needs. To function effectively as a team, group members must also be aware of the factors that contribute to or hinder group team's functioning (Zaccaro & Horn, 2013). The team members should have the opportunity to agree on the particular factors they need to work on its own. When people work together closely to achieve a common tasks they naturally develop feelings towards each other. The extent to which they mutually trust, support, communicate and feel comfortable in resolving conflicts with one another greatly influences the way they work together.

The formation of groups happens in all organizations irrespective of how well an organization treats its employees. Managers apply group knowledge during participative staff meetings of management union negotiations, where group leadership is required (Arvinen-Mnondo & Perkins, 2013). It is also important in guided conference group leading decisions techniques, group decision-making and

collective responsibility in sensitive issues. It is also the oasis for teamwork approach for better performance, (Murugan, 2016). While team work is considered to be one of the core elements of this new work organization, different forms can be distinguished and not all with the same consequences.

From the point of view of the dynamics of company organization teamwork can be regarded as just one of many elements of organizational change. It directly affects employees and the quality of their working life. It is perhaps for that very reason that it is regarded as one of the most progressive instruments of current company organizational practice (Phipps & Burbach, 2015). The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. The advantage of teamwork is significant opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree adaptability and operational management.

According to Barney, (2013) emergent change theorists advocate for a radical change in the role of managers from the traditional role of directing and controlling change from the top to operating as facilitators and coaches who assemble together and empower teams and groups to identify and galvanize around the need for strategic change. Similarly, Kotter and Schlesinger, (2014) advocates for managers to develop leadership skills in order to effectively navigate the complex change management terrain in their organisations. Besides, Barney, (2013) argues that change agents must be: emotionally intelligent, able to cope with risk and ambiguity, able to facilitate bottom up change initiatives, able to devolve responsibility and genuine empowerment, able to facilitate open formal and informal organisation wide communication via groups and individuals, able to develop interpersonal relationship skills, able to promote teamwork, group problem solving, able to encourage shared learnings as well as able to harness creativity and innovation from teams in order to drive alignment and accountability to the strategic change process.

2.7 Theoretical Framework

2.7.1 Systems Theory

Systems theory was proposed by Ludwig von Bertalanffy in 1968. Systems theory is an interdisciplinary theory about the nature of complex systems in nature, society, and science, and is a framework by which one can investigate and/or describe any group of objects that work together to produce some result. 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.

By viewing organization as an open system implies that organization has to be sensitive to its environment and must respond to threats, opportunities, restrictions and challenges. 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 behaviour. Mullins (2013) 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.

2.7.2 Upper Echelon Theory

Developed by Hambrick and Mason, (1984) upon strategic leadership, suggest that individual characteristics influence differing strategic decisions by top management teams. It tries to explain the correlation between the organization's outcome and managerial background (Quttainha, 2015). The central premise of upper echelons theory is that executive's experiences, values, and personalities greatly influence their interpretations of the situations they face which in turn, affect their choices. The upper echelon theory was originally presented by Hambrick and Mason, (1984), which laid several promising avenues for future upper echelons research (Boal & Hooijberg, 2014). Hambrick, (2013) has expressed ambitious research agenda set out to provide a stronger argument for leadership in the strategic management literature which was labelled the "upper echelons" (Elenkov, Judge, & Wright, 2015). The Upper echelons perspective expanded understanding of strategic leadership which has been criticized

for not directly studying actual strategic leadership behaviour. Instead, it used demographic proxies and inferred strategic leadership behaviours. The strategic leadership behaviours vary throughout the world which has remained unknown and relatively unexplored (Elenkov, *et al.*, 2015).

The upper echelons theory has recognized that top managers matter significantly to organizational outcomes, and sometimes which likely to realize their original intentions and vice versa, the upper echelons perspective has provided sound theoretical and a number of empirical arguments for the central role of strategic leadership (Elenkov, *et al.*, 2015; Kellett, Humphrey, & Sleeth, 2016). The upper echelons and strategic leadership theories emphasized the interpersonal processes between leader and followers. The new leadership theories focus on charismatic, transformational and visionary leadership. Charismatic Theories of leadership emphasized personal identification of the followers with their leader. Charismatic leadership theories tend to focus on individual level outcomes such as effect, loyalty, identity, commitment, motivation and performance. Personal identification with the leader is the key variable in charismatic theories of leadership (Elenkov, *et al.*, 2015).

2.7.3 Strategic Leadership Theory

Strategic leadership theory was originally developed and expanded from Hambrick and Mason, (1984) upper echelons theory which was based on the leadership impact on organizational outcomes and performance (Vera & Crossan, 2014). Finkelstein and Hambrick, (1996) extended the strategic leadership theory from the upper echelon theory with the aim of examining how top managers influence strategic decision-making. Therefore, this forms the basis for selecting strategic leadership theory for this study as it focuses on how the top leaders influence strategic decisions.

Strategic leadership theory assumes that organizations performance and values are reflections and the efforts of their leaders (Finkelstein & Hambrick, 1996). For instance, the strategic choices top managers make will eventually affect the performance of the organization (Oppong, 2014). Besides, empirical studies suggested that top management teams influence organizational performance and effectiveness, and there is existence of strong relationship between the characteristics of the top management and organizational performance (Carpenter, *et al.*, 2014; Oppong, 2014).

Therefore, the values, beliefs and the choices of leaders will affect the reflections of the leaders' (top executives) values in the organization (Carpenter, et al., 2014).

Furthermore, the focus of strategic leadership theory is the overall impact of the top level leaders on organizational performance through their influence, strategy formulation and implementation in the context in which the organization operates. According to Phipps and Burbach, (2015), the leader's vision, personality, influence and communication abilities are the most important tenets of strategic leadership theory. According to Yukl, (2013), strategic leadership theory also explains how top executives influence competitive strategies, organizational structure, management models, overall organizational culture and team effectiveness through shared values and motivation. Studies based on strategic leadership theory addressed the relationship between the organization and the influence of the top level leaders on organizational performance. Regardless of the growing literature on strategic leadership in the corporate sector, only few studies have made an effort to study strategic leadership theory in the context of petroleum sector by examining the relationship between the strategic leader's action and organizational change (Phipps & Burbach, 2015).

The theory of strategic leadership also takes into consideration the important aspects of the environment on which the top executives operate and how this environmental context affects and influences their actions and decisions (Yukl, 2013). It also considers how groups of leaders within an organization share power, interact and influence each other to perform effectively (Makri & Scandura, 2013). Many situational leadership models may explain the dynamics of effective interpersonal or direct leadership, while strategic leadership models tackle how leaders create effective organization wide leadership (Zaccaro & Horn, 2013). However, Boal and Hooijberg, (2014) indicated that researchers have not paid much attention to the environmental context of the organization that sets the settings, timing, and actions of the strategic leaders. Therefore, strategic leaders perform and act differently depending on the context of their environment so as to create effective organizations.

The strategic leadership theory seeks to provide a different perspective on strategic leadership requirements in today's dynamic environments (DeChurch, *et al.*, 2016).

Moreover, Boal and Hooijberg, (2014) emphasized on change-oriented nature of strategic leadership that gives the leader the desire to lead and effectively perform against a turbulent environment. Therefore, there is a need for the strategic leader to conceptualize the capacity to learn and change against new challenges posed by the environment. The ultimate focus of the top leaders of an organization, who have substantive responsibility for making strategic decisions, is to understand how the top executives create an overall purpose and direction for the organization, which eventually guide strategy formulation and implementation (Makri & Scandura, 2013). Strategic leadership theory in this study helps explain that strategic leaders should be able to handle different activities and roles. Further, strategic leaders must be able to perform these tasks and roles using complementary leadership styles, personal characteristics and strategies to influence lower level managers and teams.

2.8 Conceptual Framework

A conceptual framework is very important in any research undertaking. It explains relationships between interlinked concepts and explains the connections between the variables and answers the question why. To find out the effectiveness of one's conceptual framework, one must analyze whether the set objectives have been addressed (Field, 2015). The conceptual framework in figure 2.1 shows the relationship between the variables under consideration in this study. In the study the strategic organizational change is the dependent variable while the influence of leadership is the independent variable.

The Occurrence or change of independent variables will result in change in the dependent variable. The conceptual framework model in the study hypothesizes that, strategic organizational change is a function of, leadership communication, leadership strategic direction, organization culture, group dynamics' management. These variables and their relationship are illustrated in the following conceptual framework.

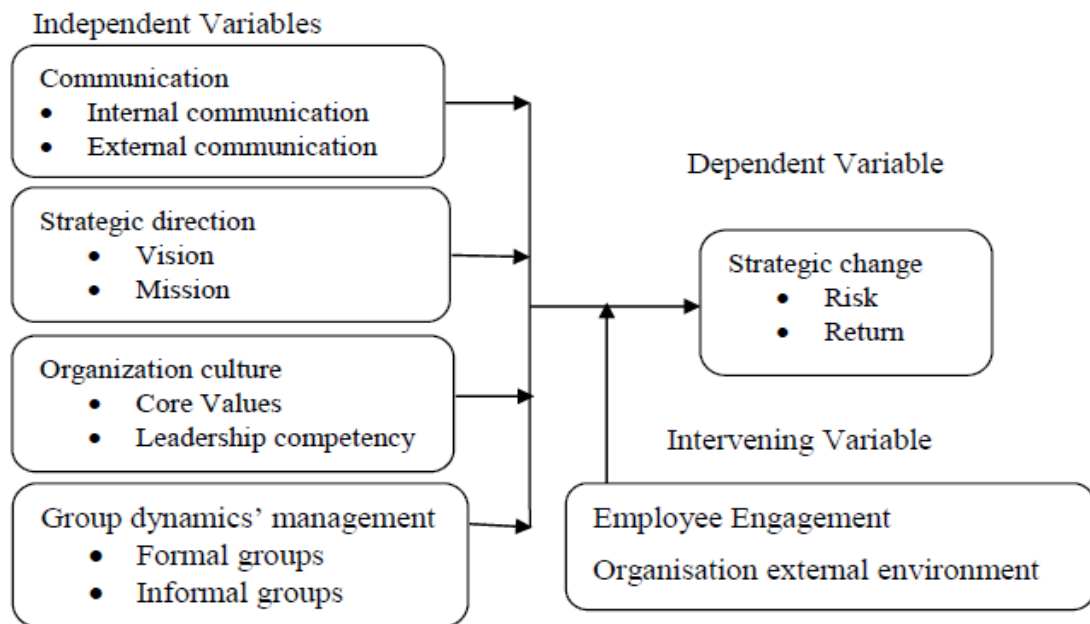


Figure 2.1: Conceptual Framework

2.9 Research Gap

Several of the studies above have failed to establish the link between strategic leadership and change management. Most of the studies have focused on either of the two being either an independent variable of another variable or a dependent variable of another. This study will therefore look at the two together with the strategic leadership being independent of change management and establish the effect of leadership on strategic change management. The study will go further than Stoyanova, (2015) and establish more aspects of the leadership that affect change management. As has been witnessed in the empirical review, studies on the influence of leadership in the country are minimal.

The studies conducted by (Hoque, 2014; Stoyanova, 2015; Alexander, 2015; Johansson, Miller, & Hamrin, 2014; Buchanan & Huczynski, 2013) etc. were based in developed economies. Locally, there is no study that has looked at the influence of leadership on strategic organizational change from the point of view of County governments. This study therefore, will seek to fill the knowledge gap by establishing the overall objective of this study which is to investigate the influence of leadership on strategic organizational change in Nakuru county government.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses the procedures that were used in the study. The chapter explains the methods and tools that were used in the study in gathering the data required for the study. It contains; the research design, target population, sampling and sample size, data collection and finally data analysis.

3.2 Research Design

Kothari and Garg, (2014) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. This study employed a descriptive research design. Kombo and Tromp, (2011) stated that the descriptive method of research is to gather information about the present existing condition. The emphasis was on describing rather than on judging or interpreting. The descriptive approach was quick and practical in terms of the financial aspect. Moreover, this method allowed for a flexible approach, thus, when important new issues and questions arose in the duration of the study, further investigation was conducted.

For this study, the main focus was quantitative. However, some qualitative approach were used in order to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the quantitative study. This method was concerned with the intense investigation of problem-solving situations in which problems were relevant to the research problem. The underlining concept selected several targeted cases where an intensive analysis was to identify the possible alternatives for solving the research questions on the basis of the existing solution that was applied in the selected case study. The researcher attempted to describe and define a subject, often by creating a profile of group of problems (Cooper & Schindler, 2010).

3.3 Location of the Study

The study was conducted within Nakuru County and it was centred on the Nakuru County Government where officials of the county government were selected to provide information.

3.4 Population of the Study

Borg and Gall, (2012) describes target population as a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The study targeted the senior leaders in the county government of Nakuru namely the CECs, COs, directors, sub county administrators, HODs, Medical superintendents, Auditors, Accountants, Ward administrators, Senior doctors, Senior nursing officers and senior administrators as shown in table 3.1. These employees were targeted since they were the ones who were involved in implementing and overseeing strategic changes in the county.

Table 3.1; Target Population

Level	Frequency	Percentage of Total Population.
CECs	9	0.7%
Chief Officers	8	0.6%
Directors	24	1.9%
Sub county administrators	11	0.9%
HODs	40	3.2%
Medical superintendents	13	1%
Auditors	32	2.5%
Accountants	60	4.7%
Ward administrators	49	3.9%
Senior doctors	47	3.7%
Senior nursing officers	38	3%
Senior administrators	60	4.7%
Procurement officers	50	4%
Clerical Officers	300	23.7%
Enforcement officers	300	23.7%
Social workers	100	7.9%
Clinical Officers	70	5.5%
Secretaries	43	3.4%
Personal assistants	12	1%
Total	1266	100%

3.5 Sampling Procedure and Sample Size

The sampling frame comprises of a comprehensive list of all the sampling units from which a sample could be selected.

3.5.1 Sampling Procedure

A sampling frame is required to define the universe (population) Kothari, (2011). The sampling frame for this study was the list of the leaders in the County government of Nakuru. The study employed Proportionate Stratified random sampling technique.

Proportionate Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of proportional stratified random sampling is to achieve the desired representation from various sub-groups in the population. Proportionate Stratified random sampling was ideal for this study because the offices from which the study was done were uniquely different as they fall under different categories as presented in table 3.2.

3.5.2 Sample Size

The sample size of the respondents to be interviewed was ascertained through the use of Yamane's (1967) formula.

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

Where: N = Population size

n = sample size

e = Margin error of the study set at $\pm 5\%$

Sample size will therefore be

$$= \frac{1266}{1 + 1266(0.05)^2} = \frac{1266}{1 + 3.165} = \frac{1266}{4.165} = 304$$

Table 3.2: Sampling Size

Level	Frequency	Percentage	Sample
CECs	9	24	2
Chief Officers	8	24	2
Directors	24	24	6
Sub county administrators	11	24	3
HODs	40	24	10
Medical superintendents	13	24	3
Auditors	32	24	8
Accountants	60	24	14
Ward administrators	49	24	12
Senior doctors	47	24	11
Senior nursing officers	38	24	9
Senior administrators	60	24	14
Procurement officers	50	24	12
Clerical Officers	300	24	72
Enforcement officers	300	24	72
Social workers	100	24	24
Clinical Officers	70	24	17
Secretaries	43	24	10
Personal assistants	12	24	3
Total	1266	24	304

3.6 Instrumentation

According to Ngechu, (2014) there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results. This is because each tool and instrument collect specific data. According to Kagwiria, (2014) primary data is the data which is collected afresh and for the first time and thus happen to be original in character. Primary data was collected using a questionnaire as the main data collection instrument. Both Structured and unstructured questionnaires allowed for uniformity of responses to questions. The questionnaire is a fast way of obtaining data as compared to other instruments (Mugenda & Mugenda, 2009). Questionnaires gave the researcher comprehensive data on a wide range of factors. Both open-ended and closed-ended questions were used. Questionnaires allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. In developing the questionnaire two broad categories of questions were considered, namely: structured and unstructured questions. According to Field, (2015) structured questions are usually accompanied by a list of all possible alternatives from which respondents select the answer that best describes their position. Questions were constructed so as to address specific objectives and provide a variety of possible responses.

Unstructured questions gave the respondent freedom of response which helped the researcher to gauge the feelings of the respondent. These kinds of questions expose respondents' attitudes and views very well (Field, 2015). A 5-point Likert scale ranging from 1 to 5 was used as answers to statement like questions where 1 represented strongly disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly agree. The Likert - type format was selected as the format yields equal - interval data, a fact that allows for the use of more powerful statistical to be used to test hypotheses (Kiess & Bloomquist, 2009).

3.6.1 Pilot Test

Pilot testing was conducted on the data collection instruments. The purpose of the pilot testing is to establish the validity and reliability of the research instruments (Field, 2015). The pilot testing was conducted on 10 officers who were not included in the main study. The choice of 10 respondents was informed by Connelly (2008),

who suggests that a pilot study sample should be 10% of the sample projected for the larger parent study. Since 10% of the sample is 7 respondents the study adopted Isaac and Michael (2015) suggestion of 10–30 participants. The pilot group was done through random sampling. This was because in this method every unit had a chance of being selected (Kombo & Tromp, 2011).

3.6.2 Validity of the Instrument

Mugenda and Mugenda (2009) define validity as the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. Gillham (2011) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. The study used both content validity and face validity to ascertain the validity of the questionnaire. Content validity drew an inference from test scores to a large domain of items similar to those on the test. Content validity was concerned with sample-population representativeness. To ensure validity of the instrument, the instrument were given to the supervisors, colleagues, and other experts in research to check on content and face validity. This helped to determine the degree to which the instrument gathered the intended information. The feedback from the supervisors, colleagues, and other researchers and scholars was used to make the necessary adjustments on the instrument for instance by removing the ambiguous items, spelling mistakes and other typographical errors that might have been made.

3.6.3 Reliability of the Instrument

Reliability is concerned with the question of whether the results of a study are repeatable (Kiess & Bloomquist, 2009). Cronbach Alpha was used to test the reliability of the research instrument. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, was considered to be adequate for this study. The acceptable reliability coefficient is 0.7 and above (Kiess & Bloomquist, 2009). The acceptable value of 0.7 was used as a cut-off of reliability for this study.

3.7 Data Collection Procedure

The researcher obtained an introductory letter from the University and a research permit from the National Commission for Science, Technology and Innovation. This

was followed by the recruitment of research assistants. The researcher collected primary data at source using a questionnaire. The questionnaires were self-administered with assistance from the research assistants. The questionnaires were dropped and picked later after they had been fully filled. Self-administered questionnaires were advantageous in that they cost less than personal interviews and also enabled the researcher to contact participants who were otherwise not accessible.

3.8 Data Analysis

Data analysis is the whole process which starts immediately after data collection and ends at the point of interpretation and processing data (Kothari, 2011). Before processing the data, the completed questionnaires were edited for completeness and consistency. The study generated both qualitative and quantitative data. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 21) and analyzed using descriptive and inferential statistics. Qualitative data was analyzed based on the content of the responses. Responses with common themes or patterns were grouped together into coherent categories. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Quantitative data was presented in tables and graphs and explanation was presented in prose.

The study used Karl Pearson's coefficient of correlation and multiple regressions to establish the relationship between the independent variables and the dependent variables. The regression equation was:

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

Whereby the variables are identified as follows: -

Dependable variable Y = Strategic Organizational Change

Independent variable X_1 = Leadership Communication

Independent variable X_2 = Leadership Strategic Direction

Independent variable X_3 = Organization Culture

Independent variable X_4 = Group Dynamics' Management

While $\beta_1, \beta_2, \beta_3$ and β_4 were coefficients of determination and ε was the error term.

3.9 Ethical Considerations

The researcher ensured ethics in research while conducting the study. The researcher assured the participating respondents of the confidentiality and anonymity under which the study was conducted and that the information emanating from them was for academic uses only. Additionally, the researcher sought consent from the respondents and let them know that they can withdraw their participation in the study any time they feel uncomfortable. The researcher acquired an authorization letter from the university, permitting the data collection, which was presented to the respondents. Permission to carry out the study was sought from the area administrative authorities as well as the senior management of the county in which the respondents work in.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The study sought to examine the influence of leadership on strategic organizational change with a focus on the Nakuru County Government. The data was collected through use of questionnaires amongst the county government employees. This chapter seeks to examine the data analysis of the study, presentation and the discussion of the findings. The data analysis was undertaken using frequency distribution, chi square test of independence, correlation and multiple linear regression analysis. The hypothesis testing was undertaken through use of the t test as the test statistic.

4.2 Response Rate

The target population of the study constituted 304 county government employees. Since the data for the research was being collected through use of the questionnaire, then 304 questionnaires were distributed to the respondents. A total of 261 questionnaires were returned making a response rate of 85.8% which surpassed the 80% threshold advocated by Connelly (2008). The response rate was thus deemed sufficient for the study.

4.3 Background Characteristics

The background characteristics of the study was examined through use of gender distribution, age distribution, education level, and the department being worked on.

4.3.1 Gender Distribution

The gender distribution of the respondents were examined and the responses provided in table 4.1.

Table 4.1; Gender Distribution

Gender	Frequency	Percentage
Male	143	54.7
Female	118	45.3
Total	261	100

The study indicated that the gender distribution of the respondents had 54.7% of the respondents being male while 45.3% of the respondents were female. The achieved results were consistent with the general employment trends in the country in which a majority of the formally employed members were male compared to the female members.

4.3.2 Age Distribution

The age distribution of the respondents was examined and the results presented in table 4.2 below.

Table 4.2; Age Distribution

Age	Frequency	Percentage
Less than 30 Years	83	31.8
31-40 Years	101	38.6
41-50 Years	66	25.2
More than 50 Years	11	4.4
Total	261	100

The age distribution of the study showed that 31.8% of the respondents were less than 30 years old compared to 38.6% of the respondents at 31-40 years, 25.2% of the respondents at 42-50 years and 4.4% of the respondents being above 50 years old. This showed that a majority of the respondents were at between 31-40 years indicating an aging workforce at the county as a cumulative percentage of 68.2% of the respondents were over 30 years old.

4.3.3 Education Level

The education level of the respondents was examined and the results presented in Table 4.3 below.

Table 4.3; Education Level

Highest level of Education	Frequency	Percentage
Secondary level	0	0
College level	82	31.4%
University level	125	47.8%
Post graduate level	54	20.8%
Total	261	100%

The results of the education level included 31.4% of the respondents at college level, 47.8% of the respondents at university level, and 20.8% of the respondents at post graduate level. The study showed that a majority of the respondents had university level education due to their functions within the county government of Nakuru.

4.3.4 Department Being Worked In

The department being worked upon was examined and the results presented in Table 4.4 below.

Table 4.4; Department Being Worked In

Which Department do you work in?	Frequency	Percentage
Administration	13	4.9%
Agriculture	23	8.8%
Finance	8	3.0%
Health	65	24.9%
Education	40	15.3%
Accounting	4	1.5%
Lands	8	3.0%
Public Service	17	6.5%
Water and environment	10	3.8%
Infrastructure	8	3.0%
Trade	39	14.9%
Youth	26	10.4%
Total	261	100

The results indicated that a majority of the respondents at 24.9% of the respondents were at the health department. Other departments with high frequency distributions included education department (15.3%), trade (14.9%), and agriculture (8.8%). The other items had frequency distributions of 3.0% (finance), 1.5 % (accounting), 3.05(infrastructure), and 3.0% (land).

4.3.5 Length Worked in the County

The length worked in the county was examined and the results presented in Table 4.5 below.

Table 4.5; Length Worked in the County

Length Worked at the County	Frequency	Percentage
1- 5 years	76	29.1
6- 10 years	108	41.3
11-15 years	26	10.0
Above 16 years	51	19.5
Total	261	100

The results of the length of time worked at the county indicated that a majority of the respondents (41.3%) had worked for 6-10 years compared to 29.1% who had worked for less than 5 years, 10% of the respondents who had worked for between 11-15

years, and 19.5% of the respondents who had worked for over 16 years and above. The achieve results indicate that a majority of the workers had worked for a period roughly coinciding with the establishment of the county government as they had worked for over 70.4% for less than 10 years.

4.3.6 Position Held in the Organization

The study also examined the position held in the organization with the results being presented in Table 4.6 below.

Table 4.6; Position Held in the Organization

Position Held in the Organization	Frequency	Percentage
Manager	15	5.7%
Supervisor	39	14.9%
Assistant Manager	27	10.3%
Unit Head officer	55	21.0%
Departmental Head	17	6.5%
Technical personnel	108	41.6%
Total	261	100

The results of the study revealed that the majority of the respondents (at 41.9 %) were technical personnel. This is compared to 21.0% of the respondents who were unit head officer, 10.3% of the respondents who were assistant manager, 14.9% of the respondents who were supervisors, and 6.5% of the respondents who were departmental heads.

4.4 Influence of Communication on Strategic Change

The first objective of the study was the examination of the influence of communication on the strategic change. The latent variable was examined using seven indicators and the descriptive statistics results presented in Table 4.7.

Table 4.7; Descriptive Statistics for Communication

	SD Freq %	D Freq %	U Freq %	A Freq %	SA Freq %	χ^2	P- Value
Communication has gained the cooperation of the people working in the county	5 1.9%	14 5.4%	16 6.1%	198 75.9%	28 10.7%	7.178	0.518
There is timely communication of county strategies to staffs and other stakeholders	8 3.1%	30 11.5%	27 10.3%	162 62.1%	34 13.0%	17.751	0.023
There is continuous flow of information between the county leadership, staff, and other relevant stakeholders	21 8.0%	18 6.9%	12 4.6%	181 69.3%	29 11.1%	5.774	0.673
County leaders in are able to validate responses timely from departmental teams	15 5.7%	29 11.1%	7 2.7%	184 70.5%	26 10.0%	19.582	.012
County leaders build trust, transparency and honesty communication within the county government	11 4.2%	26 10.0%	28 10.7%	158 60.5%	38 14.6%	17.545	0.025
County leaders are able to create team commitment through enhanced communication	13 5.0%	20 7.7%	15 5.7%	178 68.2%	35 13.4%	15.146	0.047
County leaders allow for a genuine contest of ideas and pulls different views into a coherent position	9 3.4%	13 5.0%	21 8.0%	170 65.1%	48 18.4%	16.573	0.031

The use of communication to gain the cooperation of the people working at the county was examined and the responses indicated that 75.9% and 10.7% agreed and strongly agreed with the measurement. Therefore, a cumulative percentage of 86.6% were in agreement with the measure. In order to examine on whether the use of communication to gain cooperation of the people working at the count had an association with the strategic management the chi square test of independence was undertaken. The achieved results were $p(X^2 > 7.178) = 0.518$ with a decision being made to that there is no association between communication to gain cooperation of people working at the county and strategic change at the county due to a p value > 0.05. This results are evidenced in the available literature. Effective communication is

the cure of all leadership activity leaders know they can best achieve their goals if they have the cooperation of the people they work with (Den Hartog, *et al.* 2014). Their ability to communicate effectively enables them to influence the attitudes and actions of their colleagues and subordinates. Leaders can sell their ideas better if they communicate effectively. The ability to express themselves clearly and effectively can be their most valuable skill. Research by Hoque, (2014), revealed that communication has been recognized as one of the fundamental principle that has impact on the whole question of development and strategic management.

The examination on whether presence of timely communication of county strategies to staffs and other stakeholders had a statistically significant association with strategic change was undertaken. The achieved chi square results revealed that $p(X^2 > 17.751) = 0.023$ indicating lack of independence of presence of timely communication of county strategies to staffs and strategic change at 5% level of significance due to a p value < 0.05 . There was therefore statistically significant association between the two variables. These results were further evidenced by a majority of the respondents indicating their agreement with the presence of timely communication of country strategies to staffs and other stakeholders at 62.1%. This is compared to a cumulative of 14.6% of the respondents who were in disagreement with the metric. The results in this study are similar to that by Rajhans, (2013) proposed communication measures including information distribution that is relevant in a timely manner, creating and building effective decision making process through active communication within the organization and development of a good communication culture to boost

When the respondents were asked on whether there was continuous flow of information between the county leadership, staff, and other relevant stakeholders the achieved results had 3.1%, 11.5%, 10.3%, 62.1%, and 13.0% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively. The results thus indicated that a majority of the respondents were in agreement with the metric at 62.1%. The chi square test of independence of indicated that $p(X^2 > 5.774) = 0.673$ resulting in a conclusion of presence of independence between continuous flow of information between the county leadership, staff, and other relevant stakeholders against strategic change at the county government. In organization where hierarchical relationships exist, communication requires even

greater effort to yield the degree of understanding necessary for effective operations (Hoque, 2014). In organizations, formal communication generally, flows in different directions i.e. downward; upward and horizontal. He further adds that there is a manager leader whose skills are not in born. A manager is a position given by the job level thereby empowering the appointed person to utilize several resources (human, material, equipment and capital) for results leadership is the managing of the human resources, in order to influence their performance by inducing them to a motivator, persuader, effective communicator, a listener, a negotiator and delegate.

The respondents were asked on whether the county leaders able to validate responses timely from departmental teams with 5.7%, 11.1%, 2.7%, 70.5% and 10.0% of the respondents being in strong disagreement, disagreement, being uncertain, agreement and strong agreement respectively. This shows that a cumulative percentage of 16.8% of the respondents being in disagreement and 80.5% of the respondents being in agreement aspects. The chi square test of independence observed results of $p(X^2 > 19.582) = .012$ of presence of significant association between county leaders able to validate responses timely from departmental teams and strategic change due to p value < 0.05 . The chi square results as to whether county leaders building trust, transparency and honesty communication within the county government had a statistically significant relationship with strategic change achieved results of $p(X^2 > 17.545) = 0.025$. The results thus indicated that presence of statistically significant relationship between county leaders building trust, transparency and honesty communication, and strategic change at 5% level of significance due to a p value of less than 0.05. This results can further be validated by the achieved frequency distributions of 75.1% of the respondents being in agreement compared to 14.2% of the respondents that were in disagreement with the metric. When asked on whether the county leaders are able to create team commitment through enhanced communication, 5.0%, 7.7%, 5.7%, 68.2% and 13.4% of the respondents chose strongly agree, agree, uncertain, disagree and strongly disagree respectively. The results of this study are similar to the relevant literature on the subject. Communication enhances the image and credibility of the development organizations involved in the efforts; and last, to enable community consultation on specific initiatives (Kellett, Humphrey, & Sleeth, 2016). According to research by Johansson,

et al., (2014), have attested that leaders communicating effectively to demonstrate daily in all organizations

The chi square test of independence of county leaders being able to create team commitment through enhanced communication and strategic change had achieved results of $p (X^2 > 15.146) = 0.047$. These results indicated presence of statistically significant association between the metrics at 5% level of significance due to a p value of less than 0.05. The final indicator that was used to measure communication was the county leaders allowing for a genuine contest of ideas and pulls different views into a coherent position. The chi square of independence between this indicator and strategic change achieved $p (X^2 > 16.573) = 0.031$ indicating presence of a statistically significant association at 5% level of significance. This is further evidenced by a cumulative percentage of 83.5% of the respondents being in agreement that county leaders allow for a genuine contest of ideas and pulls different views into a coherent position. The strategic influence of commitment on the strategic change has been noted in the empirical literature. In this context, Khan, et al., (2015) investigated the relationship of self-awareness leadership competencies, organization commitment and organization performance. The quantitative research focused on call centers of telecom sector operating in Islamabad and used 245 questionnaires. The findings indicated that employee's organization commitment strongly mediated the process of impact of self-awareness leadership competencies on the organization performance. That is, though self-awareness leadership competencies positively impacted on organization performance, the presence of the organization's commitment boosted the relationship.

4.5 Influence of Strategic Direction on Strategic Change

The influence of the strategic direction on strategic change was examined using eight indicators. The descriptive statistics of the strategic direction were presented in Table 4.8 below.

Table 4.8; Descriptive Statistics for Strategic Direction

	SD Freq %	D Freq %	U Freq %	A Freq %	SA Freq %	χ^2	P value
The county leadership has a clear vision which ensures commitment to the strategic direction	14 5.4%	19 7.3%	21 8.0%	189 72.4%	18 6.9%	14.876	0.062
The county has a strategy which links the vision with current reality	4 1.5%	12 4.6%	24 9.2%	190 72.8%	31 11.9%	27.868	0.001
The county leadership's strategy guides in formulating the organizational structure	11 4.2%	26 10.0%	24 9.2%	165 63.2%	35 13.4%	15.134	0.049
The county leadership has a strategy that guides in identifying capabilities that need to be developed to achieve desired results	20 7.7%	17 6.5%	10 3.8%	183 70.1%	31 11.9%	19.582	0.012
The county develops processes through strategic implementation of the plans to support change	5 1.9%	16 6.1%	36 13.8%	168 64.4%	36 13.8%	22.186	0.005
The county leadership communicates reasons for strategic direction to the stakeholders	12 4.6%	32 12.3%	29 11.1%	161 61.7%	27 10.3%	41.912	0.000
The county has targets that are to be achieved at all times	8 3.1%	34 13.0%	26 10.0%	154 59.0%	39 14.9%	31.465	0.000
The county leadership's strategic decisions are sustainable	21 8.0%	5 1.9%	17 6.5%	196 75.1%	22 8.4%	28.951	0.001

The respondents were asked on whether the county leadership has a clear vision which ensured commitment to the strategic direction. The respondents indicated that 5.4%, 7.3%, 8.0%, 72.4%, and 6.9% of the respondents were in strong disagreement, disagreement, uncertain, agreement and strong agreement respectively. The chi square test of independence between county leadership having a clear vision which ensured commitment to the strategic direction and strategic change achieved results of $p(X^2 > 14.876) = 0.062$. This indicated presence of independence between county leadership having a clear vision which ensured commitment to the strategic direction and strategic change at 5% level of significance since p value is less than 0.05. The results of the study are consistent with Tropicales and Guzman, (2014) who postulated that strategic leaders integrate the vision, creativity and innovation necessary for long term

success with the operational focus and understanding that preserves organizational stability.

The results of the study showed that the county having a strategy which links the vision with current reality and strategic change achieved $p(X^2 > 27.868) = 0.001$. This showed that there was statistically significant association between county having a strategy which links the vision with current reality and strategic change. These results were further validated by a cumulative percentage of 84.7% of the respondents that were in agreement that the county having a strategy which links the vision with current reality compared to a cumulative of 6.1% of the respondents that were in disagreement. The views of this study on the importance of the matching of the vision with the reality are further noted in the literature. According to Cummings and Worley, (2013) changing corporate culture can be extremely difficult and risky exercise and as such requires top management commitment and support, clear strategic vision, symbolic leadership, supporting organizational changes, selection and socialization of newcomers and termination of deviants, as well as sensitivity to legal and ethical issues.

The study also examined on whether the country leadership's strategy guides in formulation of the organizational structure. This indicator had 4.2%, 10.0%, 9.2%, 63.2%, and 13.4% of the respondents strongly disagreeing, disagreeing, being uncertain, being in agreement, and strongly agreeing respectively. The results thus indicated that it was only a minority of the respondents at a cumulative percentage of 14.2% of the respondents that were in disagreement with the metric. In respect as to whether the country leadership's strategy guided in the formulation of the organizational structure had a statistically significant association with strategic change the achieved chi square results were $p(X^2 > 15.134) = 0.049$. These results indicated that country leadership's strategy guiding in formulation of the organizational structure had a statistically significant relationship with strategic change at 5% level of significance. This was due to a p value of less than 0.05. The results are further supported by Buchanan and Huczynski, (2013) who argue that there must be a fit between strategy, structure, systems, staff, skills, shared values and style for strategic change implementation to successful. This view is supported by Kotter and

Schlesinger, (2014)who appoints out that for change to be successful, it must be anchored on the organisation's culture

The chi square test of independence results on the country leadership having a strategy that guided in the identification of capabilities that need to be developed to achieve desired results had the observed results of $p (X^2 > 19.582) = 0.012$. The results thus indicated presence of statistically significant association between the indicator and the dependent variable at 5% level of significance due to a p value of less than 0.05. These results are further validated by the observed frequency distribution of a majority of the respondents at 70.1% agreeing that country leadership had a strategy that guided in the identification of capabilities that need to be developed. This is as opposed to 7.7% and 6.5% of the respondents who strongly disagreed and disagreed respectively. In respect as to whether the country developed processes through strategic implementation of the plans to support change, 1.9%, 6.1%, 13.8%, 64.4%, and 13.8% of the respondents strongly disagreed, disagreed, were uncertain, agreed and strongly agreed respectively. The need for the strategic implementation to develop change are consistent with the available literature. The ultimate focus of the top leaders of an organization, who have substantive responsibility for making strategic decisions, is to understand how the top executives create an overall purpose and direction for the organization, which eventually guide strategy formulation and implementation (Makri&Scandura, 2013).

The chi square test of independence results further indicated that $p (X^2 > 22.186) = 0.005$. These results thus indicated that there was statistically significant association between country developing processes through strategic implementation of the plans to support change and strategic change. On whether the country leadership communicated the reasons for strategic direction the stakeholders, the achieved frequency distribution results were 4.6%, 12.3%, 11.1%, 61.7%, and 10.3% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively with the metric. The results of the chi square test of independence further indicated that $p (X^2 > 41.912) = 0.000$. The results thus indicated presence of statistically significant association between country leadership communicated the reasons for strategic direction the stakeholders and strategic change at county government due to a p value of less than 0.05. This can be attributed to a

cumulative percentage of 72% of the respondents who were in agreement that country leadership communicated the reasons for strategic direction the stakeholders.

The respondents were asked on whether the county had targets that were to be achieved at all times. This had the respondents indicating 3.1% of the respondents strongly disagreeing, 13.0% disagreeing, 10.0% of the respondents being uncertain, 59.0% of the agreeing, and 14.9% of the respondent strongly agreeing. The chi square tests of independence results further found that $p (X^2 > 31.465) = 0.000$. These results thus indicated that there was a statistically significant association between county having targets that were to be achieved at all times and strategic change aspects. These results are further evidenced by a cumulative percentage of 73.9% of the respondents that were in agreement that county had targets that were to be achieved at all times and strategic change aspects.

4.6 Influence Of Organization Culture On Strategic Change

The influence of the organizational culture on the strategic change in the Nakuru county government was examined using eight indicators. The descriptive statistics results of the indicators using the frequency distribution, and chi squares were presented in Table 4.9 below.

Table 4.9; Descriptive Statistics of Organizational Culture

	SD	D	U	A	SA	χ^2	P Value
	Freq %	Freq %	Freq %	Freq %	Freq %		
The county core values are widely shared and intensely held	14 5.4%	28 10.7%	17 6.5%	172 65.9%	30 11.5%	22.747	0.003
The rationale for change within the county is explained when planning for changes	6 2.3%	29 11.1%	9 3.4%	165 63.2%	52 19.9%	17.971	0.020
Interest to uphold cultural values has negatively affected strategic change implementation	13 5.0%	28 10.7%	4 1.5%	174 66.7%	42 16.1%	24.584	0.002
Employees see themselves as shapers of the strategic change in the county	7 2.7%	24 9.2%	26 10.0%	178 68.2%	26 10.0%	20.942	0.010
Readiness of employees to the strategic change is first determined before any change is implemented	19 7.3%	25 9.6%	8 3.1%	174 66.7%	35 13.4%	23.457	0.003
The county has an adaptive culture that has facilitated fast execution of change tasks	4 1.5%	20 7.7%	13 5.0%	195 74.7%	29 11.1%	26.099	0.002
Having well defined employee roles has facilitated efficiency in strategy implementation	10 3.8%	39 14.9%	20 7.7%	151 57.9%	41 15.7%	12.481	0.062
Having a well-defined structural framework makes strategy implementation easier	13 5.0%	23 8.8%	15 5.7%	181 69.3%	29 11.1%	16.579	0.031

The first indicator of the organizational culture is on whether the country core values are widely shared and immensely held. The indicator had a cumulative percentage of 16.1% of the respondents in disagreement and a cumulative percentage of 77.4% of the respondents in agreement while only 6.5% of the respondents were uncertain. In respect on whether country core values were widely shared and immensely held had statistically significant relationship with strategic change had the achieved $p(X^2 > 22.747) = 0.003$. The achieved chi square results indicated that there was a statistically significant relationship between country core values being widely shared and strategic change at Nakuru county government at 5% level of significance due to

a p value of less than 0.05. The shared beliefs, values and norms which influence the way employees think, feel and act towards others inside and outside the organisation is defined as organizational culture (Buchanan & Huczynski, 2013; Balogun & Hailey, 2013).

The study further sought to examine the rationale for change within the county being explained when planning for changes. In this context, the respondents indicated that 2.3% and 11.1% of the respondents strongly disagreed and disagreed respectively leading to an overall 13.4% disagreement level on the metric. The achieved chi square of the study indicated that $p (X^2 > 17.971) = 0.020$. The results indicated that there was a statistically significant association between explanation of the rationale for change within the county being explained when planning for changes and the strategic change within the county government of Nakuru at 5% level of significance. This was due to a p value of less than 0.05.

The study respondents when asked on whether the interest to uphold cultural values had negatively affected strategic change implementation had only a minority of the respondents at 5% and 10.7% of the respondents strongly disagreeing and disagreeing respectively. This is compared to a majority of 66.7% of the respondents that were in agreement with the metric and 16.1% of the respondents that were in strong agreement with the metric. The study further showed that in respect to the chi square test of independence the achieved values were $p (X^2 > 24.584) = 0.002$. This indicated that there was a statistically significant association between interest to uphold cultural values had negatively affected strategic change implementation and strategic change at the county government of Nakuru. This was due to a p value of less than 0.05 and the study was being undertaken at 5% level of significance. According to Cummings and Worley, (2013) changing corporate culture can be extremely difficult and risky exercise and as such requires top management commitment and support, clear strategic vision, symbolic leadership, supporting organizational changes, selection and socialization of newcomers and termination of deviants, as well as sensitivity to legal and ethical issues.

In respect to the employees seeing themselves as shapers of the strategic change in the county, 2.7% and 9.2% of the respondents strongly disagreed and disagreed

respectively compared to 68.2% and 10.0% of the respondents that agreed and strongly agreed respectively. The chi square test of independence revealed that $p(X^2 > 20.942) = 0.010$ leading to a conclusion of presence of statistically significant association between employees seeing themselves as shapers of strategic change in the country and strategic change. This was due to a p value (0.010) of less than 0.05. The readiness of the employees to the strategic change is first determined before any change is implemented was further examined. The results showed that 7.3%, 9.6%, 3.1%, 66.7%, and 13.4% of the respondents indicated their strong disagreement, disagreement, uncertainty, agreement and strong agreement with the metric. The chi square test of independence relating to the metric had achieved results of $p(X^2 > 23.4571) = 0.003$. These results thus indicated that there was statistically significant association between readiness's of employees to the strategic change is first determined before any change is implemented and strategic change at Nakuru county government. The results of this study are consistent with those of other scholars. Oganga, (2013) who carried out a study investigating the involvement of employees, by the organizational leadership, in the strategic change process in the ministry of housing in Kenya. The study established that the involvement of the employees in the change processes minimises the resistance to change.

The county having an adaptive culture that facilitated fast execution of the change tasks had 74.7% and 11.1% of the respondents agreeing and strongly agreeing respectively on the presence of the adaptive culture. This is contrasted to 1.5% and 7.7% of the respondents that strongly disagreed and disagreed respectively. The achieved chi square results of $p(X^2 > 26.099) = 0.002$ indicated that there was statistically significant association between the county having an adaptive culture that has facilitated fast execution of change tasks and strategic tasks. This is further evidenced by a huge number of respondents at a cumulative percentage of 85.8% of the respondents that were in agreement with the measure. The study further found that having well defined employee roles has facilitated efficiency in the strategy implementation had 57.9% of the respondents in agreement with the measure. These results further contributed to the achieved chi square of independence results at 5% level of significance that is $p(X^2 > 12.481) = 0.062$. The role of adaptive culture to the strategic change is existent in diverse literature. According to Bryson, et al., (2015) a leader that is adaptive is required in a work environment that is adaptive in order to

give direction within the organization's systems, offer protection, solve conflicts and maintain norms. Having a common goal, the ability to influence and having employees that are willing to work toward the company's vision are the three elements of leadership. Nonetheless effective leadership is not guaranteed by possessing the three elements. This is because in their effort to redirect the company, leaders often face resistance from their employees.

Finally, the county government having a well-defined structural framework making strategy implementation easier was examined with the results indicating that a cumulative percentage of 80.4% of the respondents were in agreement with the measure compared to 5.7% who were uncertain and 13.8% of the respondents who were in disagreement. The chi square of independence further found that $p (X^2 > 16.579) = 0.031$ which indicated that there was a statistically significant relationship between presence of well-defined structural framework making strategy implementation easier and strategic change. This was attributed to the high percentage of the respondents who agreed with the metric.

4.7 Influence of Group Dynamics' Management on Strategic Change

The results of the influence of group dynamics' management on strategic change was examined and the results presented in the Table 4.10 below.

The first indicator for the group dynamics' management is the leadership fostering mutual trust among the employees which had 3.4%, 10.0%, 14.9%, 64.0%, and 7.7% of the respondents responding on strongly disagree, disagree, uncertain, agree and strongly agree respectively. These results indicated that a cumulative percentage of 13.4% were in disagreement with the metric compared to 71.7% of the respondents that were in agreement while 14.9% of the respondents were uncertain. The achieved values for the chi square test of independence stood at $p (X^2 > 18.954) = 0.019$. This indicated that there was a statistically significant relationship between leadership fostering mutual trust among the employees and strategic change at the county government. The results are similar to those by Zaccaro & Horn (2013) in their study. The team members should have the opportunity to agree on the particular factors they need to work on its own. When people work together closely to achieve a common tasks they naturally develop feelings towards each other. The extent to which they

mutually trust, support, communicate and feel comfortable in resolving conflicts with one another greatly influences the way they work together(Zaccaro & Horn, 2013).

Table 4.10; Descriptive Statistics of Group Dynamics' Management

	SD	D	U	A	SA	χ^2	P
	Freq	Freq	Freq	Freq	Freq		Value
	%	%	%	%	%		
The leadership has fostered mutual trust among the employees	9 3.4%	26 10.0%	39 14.9%	167 64.0%	20 7.7%	18.954	0.019
The staff can communicate and feel comfortable in resolving conflicts with one another	12 4.6%	20 7.7%	40 15.3%	157 60.2%	32 12.3%	21.287	0.009
The leadership handles union negotiations well	10 3.8%	25 9.6%	46 17.6%	149 57.1%	31 11.9%	17.357	0.020
The county leadership has enhanced a conducive environment for team work in the county	16 6.1%	12 4.6%	43 16.5%	144 55.2%	46 17.6%	42.591	0.000
The leadership has been able to easily identify opinion leaders among the county staff	11 4.2%	20 7.7%	38 14.6%	166 63.6%	26 10.0%	37.672	0.000
The county leadership listens to and puts into consideration the employees' sentiments.	5 1.9%	18 6.9%	41 15.7%	165 63.2%	32 12.3%	25.987	0.002
The leaders empower teams to identify and galvanize around the need for strategic change	10 3.8%	29 11.1%	58 22.2%	136 52.1%	28 10.7%	29.001	0.001
The county leaders are able to facilitate bottom up change initiatives	16 6.1%	25 9.6%	32 12.3%	152 58.2%	36 13.8%	14.875	0.064

The staff communicating and feeling comfortable in resolving conflicts with one another had the respondents being in disagreement with the metric at 12.3% while a cumulative percentage of 72.5% of the respondents were in agreement with the metric. This was unlike 15.3% of the respondents that were uncertain on the measure. In respect to the chi square test of independence the results revealed $p(X^2 > 21.287) = 0.009$. This led to the conclusion that there was statistically significant influence of

staff communicating and feeling comfortable in resolving conflicts with one another against strategic change at county government of Nakuru. These results can be attributed to the high percentage of the respondents that were in agreement with the measure. Zaccaro & Horn (2013) notes that the team members should have the opportunity to agree on the particular factors they need to work on its own. When people work together closely to achieve a common tasks they naturally develop feelings towards each other. The extent to which they mutually trust, support, communicate and feel comfortable in resolving conflicts with one another greatly influences the way they work together.

The leadership ability to handle union negotiations well had a statistically significant relationship with strategic change as shown by the chi square results of $p(X^2 > 17.357) = 0.020$. This was due to a p value of less than 0.05. The results can further be evidenced by a majority of 57.1% of the respondents indicating their agreement with the metric and a further 11.9% indicating their strong agreement with the metric. The formation of unions happens in all organizations irrespective of how well an organization treats its employees. Managers apply group knowledge during participative staff meetings of management union negotiations, where group leadership is required (Arvinen-Mnondo & Perkins, 2013).

The results of the county leadership enhancing a conducive environment for team work in the county had a statistically significant relationship with strategic change. This was due to the chi square test of independence achieving results of $p(X^2 > 42.591) = 0.000$. This indicated that a cumulative percentage of 72.8% of the respondents were in agreement with the metric compared to a cumulative percentage of 10.7% of the respondents who were in disagreement with the metric. The leadership being able to easily identify opinion leaders amongst the county staff had 4.2%, 7.7%, 14.6%, 63.6%, and 10.0% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively.

The chi square test of independence results stood at $p(X^2 > 37.672) = 0.000$ indicating presence of statistically significant relationship between the leadership being able to easily identify opinion leaders among the county staff and strategic change at the institution. The respondents were asked on whether the county leadership listened to

and put into consideration the employees' sentiments. The results of this question was that 1.9%, and 6.9% of the respondents strongly disagreed and disagreed respectively in relation the metric leading to a cumulative disagreement of 8.8% . This is compared to 63.2% and 12.3% of the respondents who agreed and strongly agreed respectively on the metric leading to a cumulative total of 75.5% of the respondents being in agreement. The results of the metric further indicated that $p(X^2 > 25.987) = 0.002$ leading to a conclusion that there is a statistically significant relationship between county leadership listening to and putting into consideration the employees' sentiments. The respondents were asked on whether the leaders empower teams to identify and galvanize around the need for strategic change. The chi square test of independence results were $p(X^2 > 29.001) = 0.001$ revealing a statistically significant relationship between leaders empowering teams to identify and galvanize around the need for strategic change, and strategic change. This was due to the achieved p value being less than 0.05. According to Barney, (2013) emergent change theorists advocate for a radical change in the role of managers from the traditional role of directing and controlling change from the top to operating as facilitators and coaches who assemble together and empower teams and groups to identify and galvanize around the need for strategic change. Finally, the respondents were asked on whether the county leaders are able to facilitate bottom up change initiatives which had the 6.1%, 9.6%, 12.3%, 58.2%, and 13.8% of the respondents indicating strongly disagree, disagree, uncertain, disagree and strongly disagree respectively. The chi square test of independence results were $p(X^2 > 14.875) = 0.064$. These results indicated that there was no statistically significant association between the county leaders being able to facilitate bottom up change initiatives and the strategic change of the county government of Nakuru. This is due to a significant percentage of respondents that strongly disagree (6.1%), disagree (9.6%), and were uncertain (12.3%) respectively. Barney, (2013) reports that without strategies to engage and involve people in the process, organizations often fall short of the benefits they hoped to realize through their change initiatives. Even more detrimental than a failed change initiative is the fallout from the failure such as lost productivity, low morale, wasted time, and wasted money.

4.8 Strategic Change

The strategic change in the organization was examined using seven indicators of the study. The results were presented in Table 4.11 below.

Table 4.11; Descriptive Statistics of Strategic Change

	SD	D	U	A	SA
	Freq	Freq	Freq	Freq	Freq
	%	%	%	%	%
Resources have been properly managed during the change process	14 5.4%	21 8.0%	45 17.2%	152 58.2%	29 11.1%
The change objectives have been achieved during the change process	11 4.2%	34 13.0%	30 11.5%	156 59.8%	30 11.5%
There has been no resistance to the strategic change processes	15 5.7%	28 10.7%	24 9.2%	148 56.7%	46 17.6%
Change management in the county has gone according to schedule	17 6.5%	16 6.1%	26 10.0%	178 68.2%	24 9.2%
Change initiatives in the county are easily implemented in order to contribute to the desired goal.	13 5.0%	24 9.2%	25 9.6%	167 64.0%	32 12.3%
The county has the right people that enable realization of strategic change	10 3.8%	36 13.8%	21 8.0%	149 57.1%	45 17.2%
The county is able to effectively balance short term and medium term goals.	12 4.6%	27 10.3%	23 8.8%	160 61.3%	39 14.9%

The study found that in respect to the resources having been properly managed during the process had a majority of 58.2% of the respondents agreeing and 11.1% of the respondents strongly agreeing. This is as contrasted to the 5.4%, 8.0% and 17.2% of the respondents who strongly disagreed, disagreed and were uncertain in respect to the metric. The study in respect to the change objectives being achieved during the change process had 4.2%, 13.0%, 11.5%, 59.8%, and 11.5% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively.

In respect to the lack of resistance to the strategic change process, the results indicated that 5.7%, 10.7%, 9.2%, 56.7%, and 17.6% of the respondents strongly disagreed, disagreed, were uncertain, agreed and strongly agreed in respect to the metric. The change management in the country going according to the schedule had 6.5%, 6.1%,

10.0%, 68.2%, and 9.2% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively. The change initiative in the country being easily implemented in order to contribute to the desired goal had a majority of the respondents at 64.0% being in agreement with the measure and a further 12.3% of the respondents being in strong agreement with the measure. The county having the right people that enable the realization of the strategic change had 3.8%, 13.8%, 8.0%, 57.1%, and 17.2% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing with the metric. Finally, in respect to the county being able to effectively balance short term and medium term goals the question had 4.6%, 10.3%, 8.8%, 61.3%, and 14.9% of the respondents strongly disagreeing, disagreeing, being uncertain, agreeing and strongly agreeing respectively.

4.9 Correlational Analysis of the Study

The correlational analysis of the study was examined and the results presented in Table 4.12 below.

The achieved correlational results were $r=0.175$ between strategic direction and communication; $r=0.203$ between organizational culture and communication; $r=0.206$ between dynamics management and communication ; $r=0.634$ between strategic organizational change and communication; $r=0.271$ between organizational culture and strategic direction; $r=0.181$ between dynamics management and strategic direction; $r=0.605$ between strategic organizational change and strategic direction; $r=0.292$ between dynamics management and organizational culture; $r=0.686$ between strategic organizational change and organizational culture; $r=0.653$ between strategic organizational change and dynamics management.

Table 4.12; Correlational Analysis

		Communication	Strategic Direction	Organization Culture	Dynamics Management	Strategic Organizational Change
Communication	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	261				
Strategic Direction	Pearson Correlation	.175**	1			
	Sig. (2-tailed)	.005				
	N	261	261			
Organization Culture	Pearson Correlation	.203**	.271**	1		
	Sig. (2-tailed)	.001	.000			
	N	261	261	261		
Dynamics Management	Pearson Correlation	.206**	.181**	.292**	1	
	Sig. (2-tailed)	.001	.003	.000		
	N	261	261	261	261	
Strategic Organizational Change	Pearson Correlation	.634**	.605**	.686**	.653**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	261	261	261	261	261

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

4.10 Regression Analysis of the Variables

The regression analysis was undertaken within this study for the purposes of predicting the dependent variable based on the independent variables. The results of the regression analysis was examined and the results presented in three tables that is the model summary, one way ANOVA results, and beta coefficients of the independent variables in Tables 4.13, 4.12, and 4.13 below respectively.

Table 4.13; Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.713	.12736

a. Predictors: (Constant), Dynamics Management, Strategic Direction, Communication, Organization Culture

The model summary results presented in Table 4.12 were important in presenting the R (Correlation coefficient) and coefficient of determination (R Square). The study achieved a correlation coefficient of 0.847 for the study. The correlation coefficient presents the correlation between the independent variables in a cumulative manner against the dependent variable. According to Sherlock, Mulholland and Jones (2007) the correlation coefficients of above 0.5 are categorized as being strong and thus this study achieved a strong correlation coefficient. The study thus concludes that there exists a strong correlation between the independent variables (Dynamics Management, Strategic Direction, Communication, Organization Culture) cumulatively and the dependent variable (Strategic Change). The coefficient of determination was also examined in this study achieving a coefficient determination of 0.717. The coefficient of determination explains the variance in the dependent variable that is attributed to the independent variables. In this context, the achieved results indicate that 71.7% of the variance in the strategic change is as a result of the changes in the independent variables. This thus shows that the independent variables of the study account for a huge variance in the dependent variable of the study.

The study also examined on whether the regression model is a good fit for data using the one way Anova method. In this context, the f test was used to determine on whether the regression model is a good fit for data. Therefore, the data was analyzed using the one-way ANOVA table in order to test whether the model fitted well with this data. Ramachandran and Tsokos (2009) state that the analysis of variance table is used to indicate on how well the independent variable describes the dependent variable in the regression equation. This study used the Fishers table to analyze the data at a significance level of 5%. According to Altman and Krzywinski (2015), the significance level implies that for the model is acceptable if the obtained F-value is

less than the tabulated F-value at 5% significance level. The results for the test of the goodness of fit of the model are as shown in Table 4.14.

Table 4.14; ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.534	4	2.633	164.563	.000 ^b
Residual	4.152	256	.016		
Total	14.686	260			

a. Dependent Variable: Strategic Organizational Change

b. Predictors: (Constant), Dynamics Management, Strategic Direction, Communication, Organization Culture

The obtained F-value (4,256) at 5% is 164.563 while the tabulated F-value (4,256) at 5% is 2.42. The computed F-value is thus greater than the tabulated F-value hence making the model acceptable for data analysis in the prediction of the dependent variable. This also indicates that the coefficient of determination is significant and thus enabling the analysis of beta coefficients in this study. The beta coefficients of the regression model was examined in this study and the results presented in Table 4.15 below.

Table 4.15; Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.368	.134		2.746	.006
Communication	.236	.023	.362	10.260	.000
1 Strategic Direction	.217	.026	.287	8.346	.000
Organization Culture	.259	.025	.379	10.360	.000
Dynamics Management	.191	.024	.278	7.958	.000

a. Dependent Variable: Strategic Organizational Change

The regression coefficients are used to show the effect of the unit increase on the independent variable on the dependent variable. In this context, the beta coefficients of communication, strategic direction, organizational culture and dynamics management are 0.236, 0.217, 0.259, and 0.191 respectively. The results thus indicated that a unit increase in communication led to 0.236 increase in strategic organizational change with the other variables kept constant. The t test was used for the purposes of testing the null hypothesis of the study that communication has no significant influence on strategic change in Nakuru county government. The achieved

results for the communication variable were $t=10.260$, $sig=0.000$ leading to the conclusion to reject the null hypothesis at 5% level of independence since p value is less than 0.05. On the other hand, a unit increase in strategic direction led to a 0.217 increase in organizational culture. The t test as a test statistic was used to test the hypothesis that strategic direction has no significant influence on strategic change in Nakuru county government. The achieved results for the strategic direction variable were $t=8.346$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05. A unit increase in organizational culture resulted into 0.259 increase in strategic change with the other variables kept constant. The t test was used to check on whether organization culture has no significant influence on strategic change in Nakuru county government. The achieved results for the organizational culture variable were $t=10.360$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05. Finally, a unit increase in dynamics management leads to 0.191 increase in strategic change with the other variables kept constant. The t test was used to test the hypothesis that group dynamics' management has no significant influence on strategic change in Nakuru county government. The achieved results for the group dynamics variable were $t= 7.958$, $sig=0.000$ leading to the conclusion that the null hypothesis should be rejected at 5% level of significance since p value is less than 0.05.

The results of the beta coefficients further indicated that all the independent variables had positive predictive capability on the dependent variable as all the beta coefficients were positive in nature. The beta coefficients based on their numerical strengths was also used to deduce the strength of the influence of the independent variable on the dependent variable. In this context, organizational culture had the highest influence on the strategic change followed by communication, strategic direction, and dynamics management based on the numerical strength of their beta coefficients.

Using the regression coefficients, the following regression model was constructed that is;

$Y = 0.368 + 0.236X_1+0.271X_2+0.259X_3+0.191X_4$ where X_1 , X_2 , X_3 and X_4 indicate the independent variables; communication, strategic direction, organization culture and dynamics management respectively.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The last chapter of the study examines the summary of the findings, conclusions, recommendations and suggestions for further studies. A total of 304 questionnaires had been issued in which 261 questionnaires were returned making a response rate of 85.8%. The respondents' characteristics included a majority of the respondents being male, between 31-40 Years, of university level education, and had worked for less than 10 years.

5.2 Summary

The summary of the results were examined based on the variables of the study and the results presented as follows;

5.2.1 Influence of Communication on Strategic Change

The first objective of the study was the examination of the influence of communication on the strategic change. The study found that there was no association between communication to gain cooperation of people working at the county and strategic change at the county. This was attributed to eEffective communication is the cure of all leadership activity leaders know they can best achieve their goals if they have the cooperation of the people they work with. The results of the study indicated lack of independence of presence of timely communication of county strategies to staffs and strategic change. This is due to the communication measures including information distribution that is relevant in a timely manner, creating and building effective decision making process through active communication within the organization and development of a good communication culture to boost. The study further noted that presence of independence between continuous flow of information between the county leadership, staff, and other relevant stakeholders against strategic change at the county government. In organization where hierarchical relationships exist, communication requires even greater effort to yield the degree of understanding necessary for effective operations. In organizations, formal communication generally, flows in different directions i.e. downward; upward and horizontal. The study further revealed the presence of significant association between county leaders able to validate responses timely from departmental teams and strategic change. The chi square results as to whether county leaders building trust, transparency and honesty communication within the county government had a statistically significant

relationship with strategic change achieved results. The results thus indicated that presence of statistically significant relationship between county leaders building trust, transparency and honest communication, and strategic change. The strategic influence of commitment on the strategic change has been noted in the study.

5.2.2 Influence of Strategic Direction on Strategic Change

The second objective of the study was to examine the influence of the strategic direction on strategic change was examined using eight indicators. The study found that presence of independence between county leadership having a clear vision which ensured commitment to the strategic direction and strategic change. The results of the study showed that the county having a strategy which links the vision with current reality and strategic change. The study results found that there was statistically significant association between county having a strategy which links the vision with current reality and strategic change. The study also examined on whether the country leadership's strategy guides in formulation of the organizational structure. The study results revealed that country leadership's strategy guiding in formulation of the organizational structure had a statistically significant relationship with strategic change. The study revealed significant relationship between county leadership having a strategy that guided in the identification of capabilities that need to be developed to achieve desired results and strategic change. The need for the strategic implementation to develop change are consistent with the available literature. The ultimate focus of the top leaders of an organization, who have substantive responsibility for making strategic decisions, is to understand how the top executives create an overall purpose and direction for the organization, which eventually guide strategy formulation and implementation. The study results thus indicated presence of statistically significant association between country leadership communicated the reasons for strategic direction the stakeholders and strategic change at county government.

5.2.3 Influence of Organization Culture on Strategic Change

The third objective of the study was to examine the influence was of the organizational culture on the strategic change in the Nakuru county government was examined using eight indicators. The study found that county core values were widely shared and immensely held and had statistically significant relationship with strategic change. The shared beliefs, values and norms which influence the way employees think, feel and act towards others inside and outside the organisation is

defined as organizational culture. The results indicated that there was a statistically significant association between explanation of the rationale for change within the county being explained when planning for changes and the strategic change within the county government of Nakuru. The study results indicated that there was a statistically significant association between interest to uphold cultural values had negatively affected strategic change implementation and strategic change at the county government of Nakuru. This was attributed to the changing corporate culture can be extremely difficult and risky exercise and as such requires top management commitment and support, clear strategic vision, symbolic leadership, supporting organizational changes, selection and socialization of newcomers and termination of deviants, as well as sensitivity to legal and ethical issues. The study further revealed the presence of statistically significant association between employees seeing themselves as shapers of strategic change in the country and strategic change. The achieved results revealed that there was statistically significant association between the county having an adaptive culture that has facilitated fast execution of change tasks and strategic tasks. The chi square of independence further found that there was a statistically significant relationship between presence of well-defined structural framework making strategy implementation easier and strategic change. This was attributed to the high percentage of the respondents who agreed with the metric.

5.2.4 Influence of Group Dynamics' Management on Strategic Change

The fourth objective results was the examination of the influence of group dynamics' management on strategic change was examined. The achieved values for the chi square test of independence indicated that there was a statistically significant relationship between leadership fostering mutual trust among the employees and strategic change at the county government. This was attributed to the team members having the opportunity to agree on the particular factors they need to work on its own. The study further found that there was statistically significant influence of staff communicating and feeling comfortable in resolving conflicts with one another against strategic change at county government of Nakuru. These results can be attributed to the high percentage of the respondents that were in agreement with the measure. The results of the county leadership enhancing a conducive environment for team work in the county had a statistically significant relationship with strategic change. The respondents were asked on whether the leaders empower teams to identify and galvanize around the need for strategic change. According to Barney,

(2013) emergent change theorists advocate for a radical change in the role of managers from the traditional role of directing and controlling change from the top to operating as facilitators and coaches who assemble together and empower teams and groups to identify and galvanize around the need for strategic change.

5.3 Conclusions

The study concluded that the Dynamics Management, Strategic Direction, Communication, and Organization Culture accounted for a huge variation in the strategic change within the county government of Nakuru. The results further revealed that communication, strategic direction, organizational culture and dynamics management had positive and statistically significant influence on the strategic change individually. The study further noted that organizational culture had the highest influence on the strategic change followed by communication, strategic direction, and dynamics management.

5.4 Recommendations

5.4.1 Policy Recommendations

The study recommended that the leadership had an influence on the strategic organizational change of the county government at Nakuru with communication, strategic direction, organizational culture and dynamics management had positive and significant influence on the strategic change individually. The study thus recommended that the county government of Nakuru should put emphasis on the leadership aspects at the country to influence the strategic change.

5.4.2 Suggestions for Further Research

The study recommended that other factors that influence on the strategic change at the county government be examined.

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APPENDICES

Appendix I: Questionnaire

Kindly answer all the questions to the best of your ability. The information provided was treated with utmost confidence and strictly used for academic purposes only.

Section A: Background Information

1. Gender

Male []

Female []

2. Age:

Less than 30 Years []

31-40 Years []

41-50 years []

More than 50 Years []

3. Highest level of education

Secondary level []

College level []

University level []

Post graduate level []

4. Which Department do you work in?

Administration [] Health []

Agriculture [] Education []

Finance [] Accounting []

Lands [] Infrastructure []

Public Service [] Trade []

Water and environment [] Youth []

5. How long have you worked in this County?

1- 5 years [] 6 - 10years []

11 - 15 [] Above 16 years []

6. Kindly indicate the position that you hold in the organization.

Manager [] Unit Head officer []

Supervisor [] Departmental Head []

Assistant Manager [] Technical personnel []

Any other (specify).....

Section B: Communication

7. Kindly indicate your level of agreement to the statements below relating to communication and its influence on the strategic organizational change in the County. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

Statements	1	2	3	4	5
Communication has gained the cooperation of the people working in the county					
There is timely communication of county strategies to staffs and other stakeholders					
There is continuous flow of information between the county leadership, staff, and other relevant stakeholders					
County leaders in are able to validate responses timely from departmental teams					
County leaders build trust, transparency and honesty communication within the county government					
County leaders are able to create team commitment through enhanced communication					
County leaders allow for a genuine contest of ideas and pulls different views into a coherent position					

8. In your own view, how else does leadership communication influence the strategic organizational change in the County?

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Section C: Strategic Direction

9. Kindly indicate your level of agreement to the statements below relating to leadership strategic direction and its influence on the strategic organizational

change in the County. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

Statements	1	2	3	4	5
The county leadership has a clear vision which ensures commitment to the strategic direction					
The county has a strategy which links the vision with current reality					
The county leadership's strategy guides in formulating the organizational structure					
The county leadership has a strategy that guides in identifying capabilities that need to be developed to achieve desired results					
The county develops processes through strategic implementation of the plans to support change					
The county leadership communicates reasons for strategic direction to the stakeholders					
The county has targets that are to be achieved at all times					
The county leadership's strategic decisions are sustainable					

10. In your own view, how else does communication influence the strategic organizational change in the County?

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Section D: Organization Culture

11. Kindly indicate your level of agreement to the statements below relating to organization culture and its influence on the strategic organizational change in

the County. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

Statements	1	2	3	4	5
The county core values are widely shared and intensely held					
The rationale for change within the county is explained when planning for changes					
Interest to uphold cultural values has negatively affected strategic change implementation					
Employees see themselves as shapers of the strategic change in the county					
Readiness of employees to the strategic change is first determined before any change is implemented					
The county has an adaptive culture that has facilitated fast execution of change tasks					
Having well defined employee roles has facilitated efficiency in strategy implementation					
Having a well-defined structural framework makes strategy implementation easier					

12. In your own view, how else does leadership communication influence the strategic organizational change in the County?

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Section E: Group Dynamics' Management

To a very great extent []

13. Kindly indicate your level of agreement to the statements below relating to group dynamics' management and its influence on the strategic organizational

change in the County. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

Statements	1	2	3	4	5
The leadership has fostered mutual trust among the employees					
The staff can communicate and feel comfortable in resolving conflicts with one another					
The leadership handles union negotiations well					
The county leadership has enhanced a conducive environment for team work in the county					
The leadership has been able to easily identify opinion leaders among the county staff					
The county leadership listens to and puts into consideration the employees' sentiments.					
The leaders empower teams to identify and galvanize around the need for strategic change					
The county leaders are able to facilitate bottom up change initiatives					

14. In your own view, how else does leadership communication influence the strategic organizational change in the County?

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Section F: Strategic Organizational Change

15. Kindly indicate your level of agreement to the statements below relating to the strategic organizational change in the County. Use a scale of 1-5, where 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

Statements	1	2	3	4	5
Resources have been properly managed during the change process					
The change objectives have been achieved during the change process					
There has been no resistance to the strategic change processes					
Change management in the county has gone according to schedule					
Change initiatives in the county are easily implemented in order to contribute to the desired goal.					
The county has the right people that enable realization of strategic change					
The county is able to effectively balance short term and medium term goals.					

16. In your own view, how else does leadership influence the strategic organizational change in the County?

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Appendix II Kabarak University Field Authorization Letter

KABARAK



UNIVERSITY

Private Bag - 20157
KABARAK, KENYA
<http://kabarak.ac.ke/institute-postgraduate-studies/>

Tel: 0773 265 999
E-mail: directorpostgraduate@kabarak.ac.ke

BOARD OF POSTGRADUATE STUDIES

4th July, 2019

The Director General
National Commission for Science, Technology & Innovation (NACOSTI)
P.O. Box 30623 – 00100
NAIROBI

Dear Sir/Madam,

RE: RUTTOH FRED BORE- REG. NO. GMB/NE/0195/01/18

The above named is a Master of Science student at Kabarak University in the School of Business and Economics. He is carrying out research entitled "*Investigation into Influence of Leadership on Strategic Organizational Change, A case study of Nakuru County Government, Kenya*". He has defended his proposal and has been authorized to proceed with field research.

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide him with a research permit to enable him to undertake his research.

Thank you.

Yours faithfully,


Betty Jeruto Tikoko
Dr. Betty Jeruto Tikoko
DIRECTOR, POSTGRADUATE STUDIES

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)




Appendix III: NACOSTI Permit


REPUBLIC OF KENYA

Ref No: 774091


RESEARCH LICENSE




This is to Certify that **Mr. FRED RUTTOH** of **Kabarak University**, has been licensed to conduct research in **Nakuru** on the topic: **INFLUENCE OF LEADERSHIP ON STRATEGIC ORGANIZATIONAL CHANGE: A CASE STUDY OF NAKURU COUNTY GOVERNMENT, KENYA** for the period ending : **09/September/2020**.

License No: **NACOSTI/P/19/1065**

774091
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

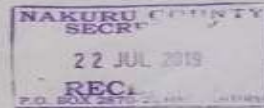
CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Governor and County Commissioner before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

Appendix IV: Request to County Government to Collect Data

Ruttoh, Fred Bore,
P.O. Box 13961-20100,
Nakuru- Kenya.
22nd July 2019.

The County Secretary,
Nakuru County Government,
P. O. Box 2870-20100,
Nakuru- Kenya.
Dear Sir



RE: PERMISSION TO COLLECT DATA

I write to request for your permission to collect data for my Masters Degree Project; topic **"Influence of Leadership on Strategic Organizational Change: A Case Study of Nakuru County Government"**.

I am a student of Kabarak University GMB/NE/0195/01/18 currently pursuing a Master of Business Administration Degree-Strategic Management. I am also an Employee of the County currently serving at Margaret Kenyatta Mother and Baby Unit at the Nakuru Level 5 hospital.

- o Ruttoh Fred Bore
- o P/F 20150012909
- o ID 28176539
- o Cell 0724116138
- o ruttofred@gmail.com



All the data collected will be used for academic purposes, the information will be treated with utmost confidentiality and will be voluntary.

I look forward to a favourable reply.

Yours faithfully

Ruttoh, Fred B.

Appendix V: County Government Authorization Letter

 **REPUBLIC OF KENYA**
COUNTY GOVERNMENT OF NAKURU
DEPARTMENT OF PUBLIC SERVICE TRAINING AND DEVOLUTION 

Telephone: +252 721 278 798 (051) 2214142
E-Mail: psm@nakuru.go.ke
Fb: [nakuru county government official](https://www.facebook.com/nakuru.county.government.official)

P.O. Box 2870-20100
Nakuru
www.nakuru.go.ke
twitter: @nakurucountygav

NCC/HRM/Corresp/VOL.II **31st July, 2019**

Ruttoh Fred Bore
P.O Box 13961-20100
NAKURU

AUTHORITY TO COLLECT DATA FOR RESEARCH PROJECT

Reference is made to your letter dated 22nd July, 2019 on the above subject matter.

This is to inform you that permission to collect data for your research project on "Influence of Leadership on Strategic Organizational Change: A Case Study of Nakuru County Government" has been granted.

Please note that the information gotten must be used for academic purposes only.


**COUNTY HUMAN RESOURCES
MANAGER
NAKURU COUNTY**

BILI MOSES
FOR: COUNTY SECRETARY & HEAD OF PUBLIC SERVICE
NAKURU COUNTY

c.c: Chief Officer Public Service Training and Devolution