

**FACTORS AFFECTING MANAGEMENT OF CHANGE IN THE  
ROAD AGENCIES IN KENYA**

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## DECLARATION

### STUDENT'S DECLARATION

I declare that this research project is my original work and has not been presented to any other university for the award of a degree.

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### SUPERVISOR'S DECLARATION

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## **DEDICATION**

This research is dedicated to my Husband; Nahson Ngetich, Children; Justin Chemamos and Ariel Kiprop for their inspiration, support, encouragement and understanding throughout the research period.

God bless you all.

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## **ABBREVIATIONS AND ACRONYMS**

<b>KeNHA</b>	Kenya National Highways Authority
<b>KeRRA</b>	Kenya Rural Roads Authority
<b>KURA</b>	Kenya Urban Roads Authority
<b>KWS</b>	Kenya Wildlife Services
<b>PCT</b>	Project Change Triangle
<b>ERS</b>	Economic Recovery Strategy
<b>MDAs</b>	Ministries, Departments and Agencies
<b>IP-ERS</b>	Investment Programme - Economic Recovery Strategy
<b>NIMES</b>	National Integrated Monitoring and Evaluation System
<b>GJLOS</b>	Governance, Justice, Law and Orders
<b>ICT</b>	Information and Communication Technologies
<b>RBM</b>	Results Based Management
<b>SPSS</b>	Statistical Package for Social Scientists
<b>HFCK</b>	Housing Finance Company Limited

## ABSTRACT

Change management is a structured and systematic approach to achieving a sustainable change in human behavior within an organization. Change process in organizations usually happens due to the awareness of the need for change. The roads sector in Kenya has made some great advances over the last five years. In spite of the attention that the management of change has received from the foregoing, organizations especially in the Road Agencies in Kenya continue to have problems in managing organizational change and the search for generalized laws of change still pervades the discipline. The objective of this study was to determine the factors affecting management of change in the road agencies in Kenya. This study used a cross sectional survey research design administered through questionnaires. This study required an in-depth understanding of factors affecting management of change in the Road Agencies in Kenya. The target population for this study was all the road agencies in Kenya which included the Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and the Kenya Wildlife Service. The target population had a total of 120 employees from the senior level of management in the agencies. Purposive sampling technique was used to select a sample representing 20% of the target population. This generated 24 respondents from which the study will collect data from. This study collected both primary and secondary data. Primary data was collected using questionnaires while secondary data was obtained from secondary sources which included periodicals, journals, internet and magazines from the company and other sources. Analysis was done using descriptive statistics that included frequency distributions, mean and mode as the measures of central tendency and bar charts to describe the data into simple summaries. Standard deviation was used as the preferred measure of statistical dispersion to compliment the measures of central tendency in analyzing the data. With the help of Statistical Package for Social Scientists (SPSS), the researcher qualitatively and quantitatively analyzed and interpreted the data obtained from the field.

## **CHAPTER ONE: INTRODUCTION**

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

Change management is a structured and systematic approach to achieving a sustainable change in human behavior within an organization. It involves moving the people in the organization from certain and behaviours which are desired by the organization. Change management is a strategic program that is meant to redirect the organization into the future. Davis & Holland (2002) posit that change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with desired results. The factors that contribute to change range from cost reduction, redundancies, technological, cultural change and performance improvement. Change management is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace (Burnes, 2000).

Open system theory was initially developed by Ludwig von Bertalanffy (1956), a biologist, and immediately applicable across all disciplines. It defines the concept of a system, where "all systems are characterized by an assemblage or combination of parts whose relations make them interdependent" (Scott and Jaffe, 1995 p. 77). Various theories, to a large extent are seen as advocating the rational-linear view of organizational change and the theoreticians are perceived as supporting the systemic-multivariate view of organizational change (Modahl, 2000). Contingency approach to organizational change has encouraged practitioners to consider aspects of their environment, technology and size as a basis for deciding on the appropriate paths of change. It is commonly

observed among the advocates of the rational-linear view of organizational change that there is an optimum solution for organizing labour, raw materials and capital and for adopting new organizational practices. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotter, 1995), present an ideal model of what happens in organizations at different points in time or in different contexts.

The road agencies in Kenya comprise of Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Wildlife Service which make the management of roads to be more efficient and effective. The functions of the road agencies is to maintain, rehabilitate and develop such categories of roads as specified in the Kenya Roads Act 2007 and to perform such additional functions as the Minister may, from time to time assign. In the execution of their functions the road agencies ensure development, rehabilitation and maintenance of the road network consistent with the economy and set standards; that its operations are conducted efficiently, economically and with due regard to safety; and that financial administration is conducted in accordance with the provisions of this Act and regulations made thereunder. From the foregoing, the stakeholders in the road agencies in Kenya are faced with drastic changes that are likely to affect the change process. This study therefore is aimed at investigating the various factors affecting management of change by the road agencies in Kenya.

### **1.1.1 Management of Change**

According to Burnes (2000) change management is a structured and systematic approach to achieving a sustainable change in human behavior within an organization. It involves moving the people in the organization from certain and behaviours which are desired by the organization. Change management is a strategic program that is meant to redirect the organization into the future.

Davis & Holland (2000), change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with desired results. One of the goals of change management is with regard to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation.

### **1.1.2 Factors Affecting Management of Change**

The practitioners, who to the large consulting firm model of organizational change, are seen as advocating the rational-linear view of organizational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organizational change (Modahl, 2000). The various theories that explain the concept of change management include ADKAR Model, Kotter's Model on Change Process and PCT (Project Change Triangle) Model. Prosci's model of individual change is called ADKAR - an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. In essence, to make a change successfully an individual needs awareness of the need for change,

desire to participate and support the change, knowledge on how to change, ability to implement required skills and behaviors and reinforcement to sustain the change. ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. Change management is based on Prosci PCT Model (Project Change Triange) - the application of the tools, processes, techniques and principles for managing the "people" side of the project or initiative to achieve a desired outcome (Jeff, 2007).

While the Project Management corner is focused on the tasks related to designing and developing a solution, the Change Management corner's focus is how to encourage employees to embrace and adopt that solution. Many times, this corner is what is missing when a project is implemented and meets technical requirements, but does not deliver the ultimate value to the organization (Collins, 2001). The tools, processes, techniques and principles that make up Change Management are aimed at helping each impacted employee move from their own personal current state to their own personal future state. Many characteristics of the individual current state and individual future state that can impede or inhibit successful change the Change Management corner of the PCT Model provides a systematic approach to addressing these issues (Pearce and Robinson, 2003). Kotter (1995) developed a list of factors that he believes lead to successful changes, and those that lead to failure. Kotter (1995) notes that over half the companies he has observed have never been able to create enough urgency to prompt action. "Without motivation, people won't help and the effort goes nowhere.

Public sector reforms have become increasingly common, partly as a consequence of the growing pressure on public funds. Every country in the world is interested to develop a knowledge economy because such an economic system is better, is more efficient, is more able to provide human and professional fulfillment. An important role in this situation has the change management in the public sector. The Government adopted participatory planning through involvement of stakeholders in the development of Economic Recovery Strategy for Wealth and Employment Creation (ERS) in 2003 and its Investment Programme (IP-ERS) that focused on strengthening economic growth, enhancing equity and reducing poverty and improving governance. The Government embarked on institutional framework aimed at improving public sector performance and improving service delivery through enhancing the change management.

This led to introduction of various Results Based Management (RBM) tools such as strategic planning and annual work planning in all Ministries, Departments and Agencies (MDAs) in 2004, performance contracting in 2004, launch of National Integrated Monitoring and Evaluation System (NIMES) in 2004, rapid results initiatives in 2005, Huduma Bora Ni Haki Yako (quality service is your right) campaign in 2005, service charters in 2007, and sectoral reforms e.g public financial management, water, health, lands, education, trade, local government, ‘governance, justice, law and order’ (GJLOS), agriculture, environment, parliament, judiciary, human resource management, physical infrastructure and information and communication technologies (ICT). The approach entailed creating ownership at the top level and effecting legal and policy changes to provide for change management for results environment.

### **1.1.3 Road Agencies in Kenya**

The road agencies in Kenya comprise of Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Wildlife Service which make the management of roads through Ministry of Roads to be more efficient and effective. The functions of the road agencies is to maintain, rehabilitate and develop such categories of roads as specified in the Kenya roads Act 2007 and to perform such additional functions as the Minister of Roads may, from time to time assign. In the execution of their functions the road agencies ensure development, rehabilitation and maintenance of the road network consistent with the economy and set standards; that its operations are conducted efficiently, economically and with due regard to safety; and that financial administration is conducted in accordance with the provisions of this Act and regulations made there under.

The Kenya Roads Board allocates funds to road agencies for the maintenance, rehabilitation and development of the categories of roads in respect of which they are designated. The Kenya Roads Board was created in 1999 by an Act of Parliament to oversee the Road Maintenance Levy Funds. The main objective of KRB is to oversee the road network in Kenya and thereby coordinate its development, rehabilitation and maintenance and to be the principal adviser to the Government on all matters related thereto. The Kenya Roads Board is supposed to recommend to the government appropriate levels of road user charges, fines, penalties, levies or any sums required to be collected under the Road Maintenance Levy Fund and paid into the Kenya Roads Board Fund and recommend such periodic reviews of the fuel levy as are necessary.

The Kenya National Highways Authority (KeNHA) manages and maintains all roads of class A, B and C. It is an autonomous road agency, responsible for the management, development, rehabilitation and maintenance of international trunk roads linking centres of international importance and crossing international boundaries or terminating at international ports (Class A road), national trunk roads linking internationally important centres (Class B roads), and primarily roads linking provincially important centres to each other or two higher-classroads (Class C roads).

Kenya Rural Roads Authority (KeRRA) is a State Corporation whose mandate is to offer guidance in the construction, maintenance and management of the rural road network in the country. KeRRA is responsible for the management, development, rehabilitation and maintenance of rural roads (D, E & Others). Kenya Rural Roads Authority is responsible for the management, development and rehabilitation, of rural roads (D, E, F, G, K, L, P, R, S, T, U and W). Its role is to construct, upgrade, rehabilitate and maintain rural roads and control reserves for rural roads and access to road-side developments. It also implements road policies in relation to rural roads.

The Kenya Urban Roads Authority (KURA) is a State Corporation established under the Kenya Roads Act, 2007, with the responsibility for the Development, Maintenance, rehabilitation and management of urban roads in Kenya. KURA manages and maintains all road works on urban roads in cities and major municipalities. KURA's Functions include constructing, upgrading, rehabilitating and maintaining Roads under its control; controlling urban road reserves and access to roadside developments; implementing roads

policies in relation to urban roads; Ensuring adherence by motorists to the rules and guidelines on axle load control prescribed under the Traffic Act and under any regulations under this Act; and performing such other functions related to the implementation of the Roads Act as may be directed by the Minister.

The Kenya Wildlife Service (KWS) is responsible for roads in National Parks and National Reserves as well as access roads allocated to it by the Ministry of Roads. KWS, just like the three Roads Authorities will report to the Ministry of Roads on road development projects while Kenya Roads Board will approve its maintenance works. After several years of operation, the new constitution promulgated in 2010 proposed several changes in the public sector. Among the various ACTs of parliament proposed as part of the public sector reforms is the creation of Kenya Roads Board. From the foregoing, the stakeholders in the road agencies in Kenya are faced with drastic changes that are likely to affect the change process. This study therefore aimed at investigating the various factors affecting management of change in the road agencies in Kenya.

## **1.2 Research Problem**

Change process in organizations usually happens due to the awareness of the need for change. Through change management organizations are able to reduce costs, to move from a good performance to a great performance, turn around a crisis situation, and catch up with rivals or to divest part of the organization.

Kenya has a significant demand for infrastructure and there are many issues to be addressed through the provision of modern infrastructure if the country is to meet its goals under the Vision 2030 plan. The roads sector in Kenya has made some great advances over the last five years, with the formation of the three roads authorities and implementation of some landmark projects particularly on the northern corridor. However despite these successes it also faces a number of challenges such as sourcing sufficient funds through means other than Government, appropriate approach to road maintenance and dealing with the maintenance backlog by managing the network and its assets in a more strategic manner, with good data informing these strategies.

From the global perspective, research undertaken by Paton and McCalman (2000) indicated that one-half to two-thirds of all major corporate change efforts fail due to resistance which is little-recognized but critically important contributor to that failure. According to Diefenbach (2006), the introduction of increased use of appropriate change management strategies and methods in development cooperation will often be resisted due the difficulty of precise definition of their results and the uncertainty of their outcomes. Among the inexhaustible list of challenges that organizations face is managing institutional and individual power relationships. Manuela and Martínez (2003) determined that resistance to change is an essential factor to be considered in any change process, since a proper management of resistance is the key for change success or failure. They concluded that resistance to change is generally higher in strategic changes than in evolutionary ones.

Locally, Miyumo (2003) carried out a study on change management practices in total quality management implementation whose focus was on ISO 9000 certified firms in Kenya. Kasima (2004) did a study on the change management practices and resistance to change in multinational oil companies in Kenya. The study suggested that if change management was carried out in the best way, various challenges of change management could be eliminated and such institutions would realize an increase in organizational efficiencies, employee performance, customer satisfaction and new product development. Sikasa, (2004) carried out a study on customer perception of change management practices in the mortgage industry the case of HFCK. Kiuma's (2008) study of change management practices in Nyati and Elimu Savings and Credit Co-Operative Societies found that most changes within organizations emanate from the top leadership or key stakeholders

Kibisu (2010) which researching on change management approach adopted by Zain Kenya concluded that for an organization to start on implementing change there must be planning, implementation within the time frames with controls and constant evaluation of the change process. Kimaita (2010) discussed creation of urgency for change, vision for change, implementation of change, change awareness creation, strategy for change for change, structure for change implementation, plans for change management, impact of changes to the organization, institutionalization of change and finally, factors affecting implementation of change.

In spite of the attention that the management of change has received from the foregoing studies, organizations especially by the Road Agencies in Kenya continue to experience problems in managing organizational change and the search for generalized laws of change still pervades the discipline. In addition, the passage of time could invalidate the findings of the previous studies due to changes in the operating environment, technological advancements and the rise of globalization hence the need to undertake a study on the factors affecting management of change in public sector organizations in Kenya and specifically by road agencies. The study has responded to the following research questions: what are the major factors affecting management of change by the road agencies in Kenya and what are the possible approaches towards realizing success in change management by the road agencies in Kenya?

### **1.3 Research Objective**

The objective of this study was to determine the factors affecting management of change in the public sector institutions in Kenya and specifically by the road agencies in Kenya.

### **1.4 Value of the Study**

Further, the study is important to the management of road agencies in Kenya and the Ministry of Roads as it will help them understand the various change management practices and how their understanding can help the public sector enhance its performance. The study will also help other managers know the methods used in managing change, which will help them improve their performance.

The study is of importance to other public sector institutions whose interest lies on improved services delivery for customer satisfaction. More specifically this study is important to the policy makers in the public sector as they will be able to know for certain what change management factors play a bigger role in shaping their operations and how they affect performance and what strategies to use in order to attain the intended results. The study will also help the institutions in formulating a policy on areas that necessitate change management.

This study will add to the existing theoretical foundations with regard to change management. As such, the study would highlight the possible approaches and models that would enhance the realization of the rationale for undertaking the change management practices. Such models add an advantage of the best of bureaucracy and more styles of managing change through the development of a relational culture while balancing its outcomes that focuses on finance, operational efficiency, customer/stakeholder satisfaction and human resources management in such institutions.

The study findings in general, have contributed to the ongoing debate on the management of change within the public sector. The study highlighted other important relationships that required further research; this is in the areas of relationships between firms' resources and the change management practices to impact on their performance. The results of this study are a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses the past study on strategic change management practices in organizations. The specific areas covered here are concept of change management, triggers of change, factors influencing management of change, finance, communication, employee attitude towards change, organization culture, system compatibility, change agents and conceptualization of the study.

### **2.2 Theoretical Framework**

A theoretical framework is a foundation for the parameters, or boundaries, of a study. Once these themes are established, studies can seek answers to the topical questions they have developed on broad subjects. This study on the factors affecting management of change by the public sector institutions in Kenya is grounded on open system and attribution theories.

Open system theory was initially developed by Ludwig von Bertalanffy (1956), a biologist. It defines the concept of a system, where "all systems are characterized by an assemblage or combination of parts whose relations make them interdependent" (Scott & Jaffe, 1995). Various theories, which to a large extent are seen as advocating the rational-linear view of organizational change and the theoreticians, are perceived as supporting the systemic-multivariate view of organizational change (Modahl, 2000).

On the other hand the Attribution theory advanced by Heider (1999) states that change behavior is determined by a combination of perceived internal forces and external forces. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotter, 1995), present an ideal model of what happens in organizations at different points in time or in contexts.

Change management to Jeff (2007) is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace. However to Nickols (2006) the overall process of change and change management remain pretty much the same. Thus it's this fundamental similarity of the change processes across organizations, industries, structures in different countries, continents.

Change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results. This perspective views change management as a process. Change management is a structured and systematic approach to achieving a sustained change in human behavior within an organization. This views change management from people's perspective, (Jeff, 2007). It is commonly observed among the advocates of the rational-linear view of organizational change that there is an optimum solution for organizing labour, raw materials and capital and for adopting new organizational practices (Longenecker and Fink, 2001).

### **2.3 Concept of Change Management**

A trigger of change is any disorganizing pressure arising outside or inside the organization indicating that current arrangements, systems, procedures, rules and other aspects of organization structure and process are no longer effective (Buchanan, 2001). The need for organizational change can be prompted or initiated by many different triggers. External triggers for organizational change can include: development in technology; developments in new materials; changes in customers' requirements and tastes; activities and innovations of competitors; new legislation and government policies; changing domestic and global economic and trading conditions; shifts in local, national and international politics and changes in social and cultural values.

Internal triggers for organizational change can include: new product and service design innovations; low performance and morale triggering training programmes; office relocation closer to suppliers and markets; recognition of problems, triggering reallocation of responsibilities; innovations; and new ideas about how to deliver services to customers (Burnes, 2000). Change management is therefore the process by which an organization gets to its future state, its vision. While traditional planning processes delineate the steps on the journey, change management attempts to facilitate that journey (Modahl, 2000). Therefore, creating change starts with creating a vision for change and then empowering individuals to act as change agents to attain that vision.

## **2.4 The Change Process**

Many organizations are occasionally faced with challenges that force them to adjust or change. Development organizations, in particular, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly under-estimated by senior management and not managed adequately.

The practitioners, who to the large consulting firm model of organizational change, are seen as advocating the rational-linear view of organisational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organisational change (Modahl, 2000). It sees the organization as being composed of different sub systems, which are the goals and values sub systems, the technical subsystem, the psychological sub system and the managerial subsystem. Change can therefore be achieved by changing the sub systems but one then needs to understand the interrelationship of the subsystems.

Any change process has cost related factors that may act as a challenge or breakthrough to the process. There is a strong relationship between how the finance function model operates in practice, and the level of transformation ambition. If the business' primary goal is improving the efficiency of the finance function, the sourcing model of choice is often outsourcing. The process efficiency, flexibility, scalability and continuous improvement that business process outsourcers can provide are all cited as key benefits. Where broader business transformation is required, the finance function tends to use both

shared services and outsourcing, often referred to as hybrid structures. Those using shared services claim they are able to engineer greater proximity to the core business and establish sound relationships grounded in the same culture (Diefenbach, 2006). Cost related challenges will occur if an organization cannot meet the costs associated with the anticipated change.

According to Meyer and Stensaker (2006) organizations need to develop capacity for change, by allocation and development of change and operational capabilities that sustain long term performance. They argue that making change happen without destroying well-functioning aspects in an organization and harming subsequent changes requires both capabilities to change in the short and long term, and capabilities to maintain daily operations of public institutions. There is therefore expected that a conflict between these two cultures is likely to influence the process of change in the merger.

Johnson and Scholes (2002) stated that resource management and development must support an organization's strategies. Tools and workflows can be complex to implement, especially for large enterprises. Initiatives have also been known to fail mainly owing to poor planning, a mismatch between software tools and company needs, roadblocks to collaboration between departments, and a lack of workforce buy-in and adoption. Previously these tools were generally limited to contact management: monitoring and recording interactions and communications with customers. Software solutions then expanded to embrace deal tracking and the management of accounts, territories, opportunities, and at the managerial level the sales pipeline itself.

Change processes and change projects have become major milestones in many organizations' history. Due to the dynamics in the external environment, many organizations find themselves in nearly continuous change. The scope reaches from smaller change projects in particular sub business units up to corporation-wide transformation processes (Mullins, 1999). There are multiple reasons for potential failure: Typical barriers to change are unexpected changes in the external conditions, a lack of commitment in implementation, resistance of people involved, or a lack of resources. The implications of failed change projects go beyond missed objectives. More important is the negative symbolism and the de-motivation of people involved.

## **2.5 Factors Influencing Management of Change**

Change management is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change (Mullins, 1999). One of the goals of change management is with regards to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation (Diefenbach, 2006). The introduction of change brings in a lot of resistance and conflict with the employees. This is because any change in 'status quo' brings in apprehension as no one knows what the outcome maybe.

For those who believe in the principles that underlie it, change management practices as philosophy legitimates 'the interests of management in how organizations are managed, stressing the role and accountability of individual managers in their positions as managers

(McAuley, Duberly and Cohen, 2000). One of the goals of change management is with regards to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation (Diefenbach, 2006). In this regard, an organization has first to identify the factors that have created this necessity for change, identify their characteristics and then determine how the changes will be done. The factors that contribute to change range from cost reduction, redundancies, technological, cultural change and performance improvement.

Butcher and Atkinson (2001) have argued that the rhetoric of top-down change is limited and self-defeating because it offers an impoverished (Butcher and Atkinson, 2001) and isolationist (Butcher and Atkinson, 2001) rendering of the processes of change; a world where one group of people visit change upon other subordinate groupings who have change done to them. Countering this top-down rendering of change they argue that bottom-up approaches to change convey twin benefits in that they reveal the processes of politicking and change, which are disguised or obstructed by to-down accounts and offer managers the insights they will require to use the political activity of subordinates to better effect (Butcher and Atkinson, 2001).

Industrial progress finds one of its greatest handicaps in the frequent resistance of both management and workers to change of any sort (McNally, 1994). The word resistance tends to attribute negative connotations to it. Resistance can play a useful role in an organizational change effort certainly stands compared to a traditional mindset that views

it as an obstacle to change. Resistance points out that it is a fallacy to consider change itself to be inherently good. Change can only be evaluated by its consequences, and these cannot be known with any certainty until the change effort has been completed and sufficient time has passed.

Resistance is what keeps us from attaching ourselves to every boneheaded idea that comes along (Maurer, 1996). In combination, these aspects of resistance make a persuasive case for re-evaluating the classical understanding of resistance. Resistance, in the form of rivalry between (at least) two parties, injects energy into the process and sparks debate where opinions differ. Resistance encourages greater scrutiny of legislation. It also means that the implementation process will be considered carefully, thereby improving the adoption of these changes by the general public.

Organizational culture is a concept which describes the attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization. A company's culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. According to Johnson and Scholes (2002), social processes can also create rigidities if an organization needs to change their strategy.

Managing the strategy-culture relationship therefore requires sensitivity to the interaction between changes necessary to implement strategy and compatibility or fit between those change and the organizational culture (Pearce and Robinson, 2003). Pearce and Robinson

(2003) argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational setting, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation.

Customer relationship management technology has been, and still is, offered as on-premises software that companies purchase and run on their own IT infrastructure. Companies don't incur the initial capital expense of purchasing software; neither must they buy and maintain IT hardware to run it on (Jeff, 2007). The main challenge is thus not the acquisition of such systems but the compatibility of the new systems and the previous ones. Compatibility and respectively compatibility will affect adoption implementation of the change management differently.

Since Igarria (1993) demonstrated that previous user experience has a direct effect upon the degree of subsequent acceptance and success of change in management; many authors have introduced this variable into their studies (Min and Galle, 2003, among others). Similarly, it is indisputable that experience modifies certain perceptions of the individual with respect to the new technologies, such as perceived usefulness or ease of use, while the time and effort invested in their employment simultaneously diminish (Norman, 1998; Haider, 1999).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in completing the study. It involved a blueprint for the collection, measurement and analysis of data. Therefore, in this section the research identified the procedures and techniques that will be used in the collection, processing and analysis of data.

### **3.2 Research Design**

This study used a cross sectional survey research design administered through questionnaires. A cross-sectional survey collects data to make inferences about a population of interest (universe) at one point in time. The benefit of a cross-sectional study design is that it allows researchers to compare many different variables at the same time. This research design had the ability to accommodate large sample sizes; ability to distinguish small differences between diverse samples groups; ease of administering and recording questions and answers; increased capabilities of using advanced statistical analysis; and abilities of tapping into latent factors and relationships.

This study required an in-depth understanding of factors affecting management of change in the Road Agencies in Kenya. In view of this, a cross sectional survey research design administered through questionnaires was more appropriate. This enabled getting detailed information regarding the factors affecting management of change in the road agencies in Kenya.

### **3.3 Population of the Study**

The target population for this study was all the road agencies in Kenya. These firms included the Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and the Kenya Wildlife Service. This constituted a census as all the road agencies were targeted.

The road agencies were categorized according to the role they play on behalf of the government. They ensure development, rehabilitation and maintenance of the road network consistent with the economy and set standards; that its operations are conducted efficiently, economically and with due regard to safety; and financial administration. Studying the whole population therefore, enhanced the value of the study by giving an overall inference of the above characteristics and functions of each road agency

### **3.4 Data Collection**

This study collected both primary and secondary data. Primary data was collected using questionnaires while secondary data was obtained from secondary sources which included periodicals, journals, internet and magazines from the company and other sources. Questionnaires were preferred to other data collection instruments because they were practical and help in collection of a large amount of data from many people within a very short period in a cost effective way. It was also easy to quantify the results of a questionnaire (Kazdin, 2003).

Data was collected from selected top level management staff working at the four road agencies in Kenya. The study chose the senior employees as the focus of the study since they are involved in each and every step of the change management in the road agencies hence they are more conversant with all the factors affecting management of change in the road agencies in Kenya.

### **3.5 Data Analysis**

Questionnaires were checked for completeness and consistency. Thereafter, the data was coded and a database developed in statistical software. Analysis was done using descriptive statistics that included frequency distributions, mean and mode as the measures of central tendency and bar charts to describe the data into simple summaries. Standard deviation was used as the preferred measure of statistical dispersion to compliment the measures of central tendency in analyzing the data.

Interpretation of data was of benefit in describing the state of affairs as it exists. With the help of Statistical Package for Social Scientists (SPSS), the researcher qualitatively and quantitatively analyzed and interpreted the data obtained from the field. Report and findings presentation were done in tables and charts with explanations on all the parameters used.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS**

### **4.1 Introduction**

This chapter provides the data analysis, presentation and interpretation of the results of the study as set out in the research methodology. The purpose of the study was to investigate the factors affecting management of change in the road agencies in Kenya where the focus was on Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Wildlife Services. As such the study sought to determine the factors affecting management of change in the public sector institutions in Kenya and specifically the road agencies in Kenya. The data was gathered from questionnaires as the research instrument. The questionnaire was designed in line with the objectives of the study.

### **4.2 Response Rate**

This section concerns itself with outlining and presentation of the findings obtained from the questionnaires distributed to the respondents. For clarity of the information, it was necessary for a review of the responses to ascertain that the information from the respondents was adequate and complete for purposes of the research. In order to get the background information on the effects of strategic planning on the performance of petroleum firms in Kenya the demographic data of the respondents was investigated in the first section of the questionnaire. They are presented in this section under gender, distribution in the departments, respondents' designation, working experience in years and highest formal qualification.

#### 4.2.1 Questionnaire Return Rate

Questionnaire return rate involves the computation of the response rate from the questionnaire returned from the field. The study targeted the top, middle and lower level management staffs working in the road agencies in Kenya. From this population a sample of 32 respondents from the target population in collecting data with regard to the factors affecting management of change by the Road agencies in Kenya. The questionnaire return rate results are shown in Table 4.1.

**Table 4.1: Response Rate**

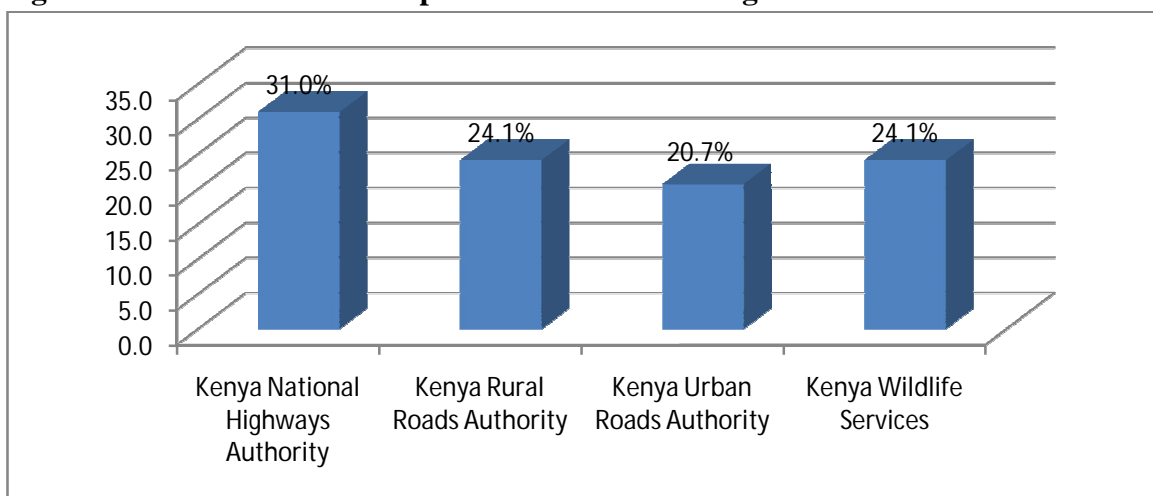
<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	29	90.6
Not responded	3	9.4
<b>Total</b>	<b>32</b>	<b>100.0</b>

Accordingly, 29 out of 32 sampled respondents filled in and returned the questionnaire. This accounted for 90.6% response rate. The response rate conformed to Mugenda and Mugenda (2003) that for generalization, a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. The good response rate was reached due to the adoption of the data collection method of constant follow up with the respondents by the researcher. Additionally, any clarifications needed by the respondents were accorded promptly.

#### 4.2.2 The Road Agencies in Kenya

The study sought to investigate the factors affecting management of change by the road agencies in Kenya where the focus was on Kenya National Highways Authority, Kenya Rural Roads Authority, Kenya Urban Roads Authority and Kenya Wildlife Services. Accordingly, there was need to establish the distribution of the respondents in these institutions. The distribution was as shown in figure 4.1.

**Figure 4.1: Distribution of Respondents in the Road Agencies**



#### 4.2.3 Gender Composition of the Respondents

In this study the respondents sampled were expected to comprise both male and female staffs. As such, the study required the respondents to indicate their gender by ticking on the spaces provided in the questionnaire. Table 4.2 shows the distribution of the respondents by gender.

**Table 4.2: Gender Composition**

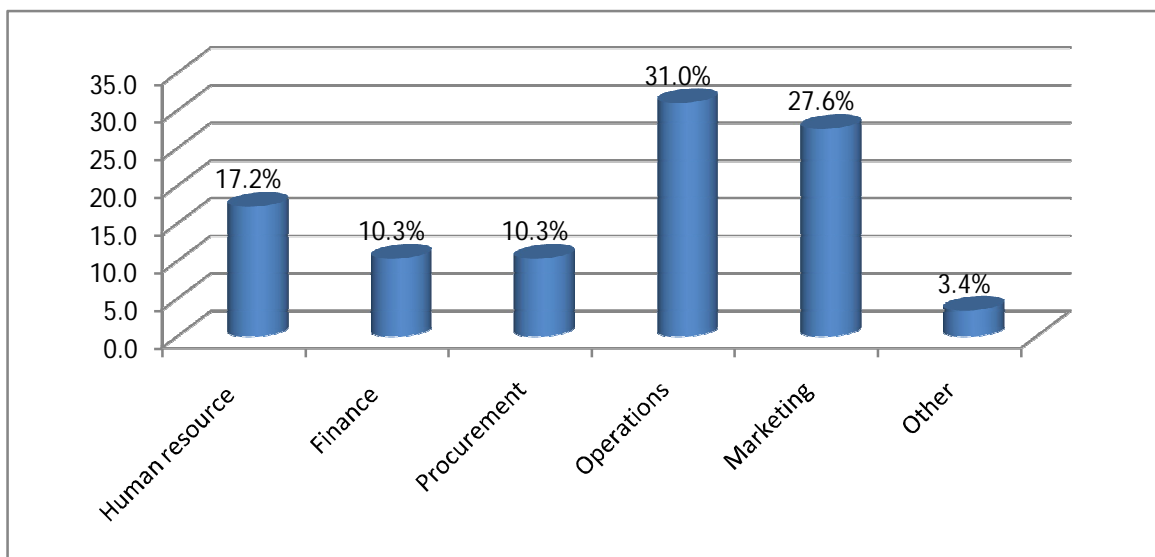
Gender	Frequency	Percentage
Male	18	62.1
Female	11	37.9
<b>Total</b>	<b>29</b>	<b>100.0</b>

An analysis of the gender ratings on the returned questionnaires were as follows. According to table 4.2 above, majority (62.1%) of the respondents were male while 37.9% were female. This shows that both male and female respondents' feelings and opinions were collected. The decisions expressed in this study, therefore are gender sensitive and hence are likely to be supported by all.

#### 4.2.4 Distribution of Respondents by Departments

The strategic decisions involving management of change in any given institution are vested on the staffs distributed in various departments in such an organization. As such the study sought to establish the distribution of the respondents in various departments within the road agencies.

**Figure 4.2: Respondents' Departments**



According to figure 4.2 majority of the respondents worked in the operations department as shown by 31.0% of the respondents, 27.6% of them worked in the marketing department, 17.2% of them worked in the human resource department, 10.3% of the

respondents indicated that they worked in the finance department, another 10.3% of them came from the procurement department, while 3.4% of the respondents worked in other departments such as IT and product development department. This is a clear indication that the respondents were well distributed in the various departments and hence conversant with the factors affecting management of change in the Road agencies.

#### **4.2.5 Designation of the Respondents**

Further the study was interested to investigate the various managerial positions held by the respondents in their departments. This was relevant to assess the distribution of the respondents across the management levels since they are part and puzzle in the change management process. Table 4.3 shows the results.

**Table 4.3: Designation of the Respondents**

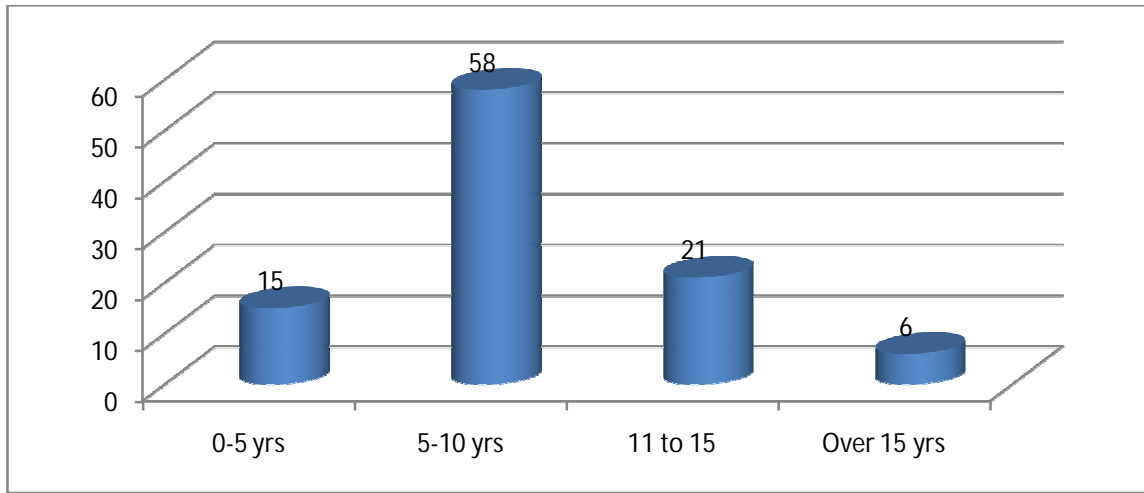
<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Head of department	3	10.3
Assistant Head of department	10	34.5
Supervisors	10	34.5
Others (General staffs)	6	20.7
<b>Total</b>	<b>29</b>	<b>100.0</b>

According to figure 4.3, 34.5% of the respondents indicated that they were assistant heads of departments, 33% of them were supervisors, 21% of them indicated that they were other general staffs, while 10% of the respondents comprised of heads of departments. These findings show that the respondents that participated in the study were mainly those involved in the formulation and implementation of the decisions concerned with management of change in the Road agencies.

#### 4.2.6 Working Experience in the Road agencies

The length of service/working in an organization determines the extent to which one is aware of the issues sought by the study. The study therefore sought to establish the length of time that the respondents had been working in the Road agencies.

**Figure 4.3: Duration Worked in Road Agencies in Kenya**



The study results depicted in figure 4.3 reveal that 58% of the respondents indicated that they had an experience of 6-10 years in the Road agencies, 21% of them had worked in the organizations for a period of 11-15 years, 15% of them had a working experience of less than 5 years, while 6% of the respondents indicated that they had an experience of over 15 years. This shows that majority respondents had enough work experience in the Road agencies. The respondents are conversant with the factors affecting management of change in the public sector in Kenya and more specifically at road agencies in Kenya.

#### 4.2.8 Level of Education

Public institutions employ staffs in different work stations hence different academic qualifications. This difference might contribute to differences in the responses given by the respondents. The study therefore sought to investigate the education level achieved by the respondents.

**Table 4.4: Respondents' Level of Education**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	1	3.4
Diploma	5	17.2
Bachelor's degree	19	65.5
Masters Degree	4	13.8
<b>Total</b>	<b>29</b>	<b>100.0</b>

The study found that majority of the respondents as shown by 65.5% had attained Bachelor's degree as their highest level of education, 17.2% of them had attained diploma level of education, those who had masters degrees were shown by 13.8%, while 3.4% of them had attained certificate level of education. This information shows that the respondents were knowledgeable enough to contribute positively in this study.

#### 4.3 Management of Change

The main focus of this study was to determine the factors affecting management of change in the public sector institutions in Kenya and specifically the road agencies in Kenya. Accordingly, the study sought to find out the extent to which various factors affect change management practices in the road Agencies in Kenya.

**Table 4.5: Factors Affecting Change Management**

<b>Factors Affecting Change Management</b>	<b>No extent</b>	<b>Little extent</b>	<b>Moderate extent</b>	<b>Large extent</b>	<b>Very large extent</b>	<b>Mean</b>	<b>Std dev</b>
Finance	2	1	14	67	16	3.9410	0.1111
Management style	1	18	54	24	2	3.0500	0.4212
Organizational culture	4	6	13	61	16	3.7923	0.3421
Staff training	3	4	68	21	4	3.1942	0.1422
Information technology	2	7	37	48	6	3.5273	0.1363

From the study, majority of the respondents indicated that finance affects change management practices in the road Agencies in Kenya to a great extent as shown by a mean score of 3.9410, as well as organizational culture shown by a mean score of 3.7923 and information technology shown by a mean score of 3.5273, while staff training and management style affects affect change management practices in the road Agencies in Kenya to moderate extents as shown by mean scores of 3.1942 and 3.0500.

#### **4.3.1 Effects of Finance on Management of Change**

The respondents were required to indicate their level of agreement with various statements about the effects of finance on management of change in the road agencies. A scale of 1 to 5 was provided where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

**Table 4.6: Influence of Finance on Management of Change**

<b>Influence of Finance on Management of Change</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Mean</b>	<b>Std dev</b>
The change in ownership provide new incentives to	0	11.4	51.4	25.7	11.4	3.3714	.83703

increase output of the Firm							
Management of change reduces costs as managers respond to the pressures imposed by the company's shareholders	0	0	54.2	41.7	4.2	3.5000	.5933
Change management strategy resulted in new laws, decisions and regulations to enable companies to more easily interact with new management structure	6.3	12.5	18.8	31.3	31.3	3.6875	1.2543
The change in management generate an increase in the resources needed for economic growth	2.3	27.1	6.8	41.4	22.6	3.5489	1.1812
Competitive hiring in the firm results to new pool of creative and innovative ideas which increase financial performance	0	12.5	14.6	25	29.2	3.3322	1.4923

Majority of the respondents agreed that change management strategy resulted in new laws, decisions and regulations to enable companies to easily interact with new management structure as shown by a mean score of 3.6875, the change in management generate an increase in the resources needed for economic growth as shown by a mean score of 3.5489 and management of change reduces costs as managers respond to the pressures imposed by the company's shareholders as shown by a mean score of 3.5000. They however indicated neutrality on that the change in ownership provide new incentives to increase output of the firms as shown by a mean score of 3.3714 and that competitive hiring in the firm results to new pool of creative and innovative ideas which increase financial performance as shown by a mean score of 3.3322.

### 4.3.2 Effects of Management Practices on Management of Change

Management Practices also affect the process of management of change. Management staffs are often perceived as having their own styles of management when making strategic decisions, thereby imprinting their personal marks on the organizations they manage. Accordingly, the study was interested to establish the extent to which various management practices affect management of change at the road agencies. The results are as depicted in table 4.7.

**Table 4.7: Management Practices affecting Change Management in Road Agencies**

<b>Management styles</b>	<b>No extent</b>	<b>Little extent</b>	<b>Moderate Extent</b>	<b>Great extent</b>	<b>Very great extent</b>	<b>Mean</b>	<b>Std. Dev.</b>
Creating and sharing an organizational goal	0	11	15	56	19	3.7723	1.05339
Acting as a role model	0	4.2	45.8	37.5	12.5	3.5845	0.77251
Encouraging creativeness	0	12.5	14.6	25	29.2	3.3322	1.4923
Providing support for employees	12.5	12.5	18.8	18.8	37.5	3.3725	1.2021
Allowing employee participation in making job-related decisions	0	27	7	41	23	3.5528	1.1843

According to the results shown in table 4.7, majority of the respondents reiterated that creating and sharing an organizational goal affects management of change at the road agencies to a great extent as shown by a mean score of 3.7723, acting as a role model affects management of change at the road agencies to a great extent as shown by a mean score of 3.5845 and allowing employee participation in making job-related decisions affects management of change at the road agencies to a great extent as shown by a mean score of 3.5528.

They further recapped that providing support for employees affects management of change at the road agencies to a moderate extent as shown by a mean score of 3.3725 and encouraging creativeness affects management of change at the road agencies to a moderate extent as shown by a mean score of 3.3322.

The study also sought to ascertain the extent to which various characteristics of the management team contribute to challenges in change management implementation in the road agencies. As such a scale of 1 to 5 where 5 is to a very great extent and 1 is to no extent was provided.

**Table 4.8: Aspects of Management Team Challenging Change Management**

<b>Statement</b>	<b>No extent</b>	<b>Little extent</b>	<b>Moderate Extent</b>	<b>Great extent</b>	<b>Very great extent</b>	<b>Mean</b>	<b>Std. Dev.</b>
Managerial abilities	27.1	37.5	6.3	14.6	14.6	3.2083	1.184
Education background	11.9	7.4	22.6	21.2	24.3	3.0071	1.695
Previous track record	25	25	12.5	29.2	8.3	2.7083	1.352
Experience	8.3	50	18.8	18.8	4.2	2.6042	1.026
Personality	16.2	7.1	21.7	21.2	26.0	3.1000	1.634
Temperament	18.3	11.4	15.5	13.1	30.0	2.9000	1.796

From the study managerial abilities was found to challenge the implementation of change management in the road agencies to a moderate extent as shown by a mean score of 3.2083, personality pose a challenge to the implementation of change management in the road agencies to a moderate extent as shown by a mean score of 3.1000, as well as education background shown by a mean score of 3.0071 shown by a mean score of, temperament shown by a mean score of 2.9000, previous track record shown by a mean score of 2.7083 and experience shown by a mean score of 2.6042.

### 4.3.3 Effects of Staff Training on Change Management

Training is an integral part of every organization's agenda and training is said to be modest attempt to improve employee performance by increasing their ability to perform. With this in mind, the study sought to establish the extent to which staff training focus on various aspects in order to influence change management in the road agencies. Table 4.9 shows the results.

**Table 4.9: Staff Training aspects in Change Management**

Aspects of staff training	No extent	Little extent	Moderate Extent	Great extent	Very great extent	Mean	Std. Dev.
Skills necessary to efficiently and productively carry out assigned tasks	2	7	37	48	6	3.5273	0.1 363
Attitudes towards other co-workers, the supervisors and the organization	0	11.4	51.4	25.7	11.4	3.3714	.83703
Quality and quantity of work	2.3	27.1	6.8	41.4	22.6	3.5489	1.1812
Utilization of equipment	0	11.4	51.4	25.7	11.4	3.3714	.83703
Reducing cost	2.3	27.1	6.8	41.4	22.6	3.5542	1.1833
Boosting the morale of employees	0	8.3	62.5	25	4.2	3.2537	0.6834
Knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective	2.1	16.7	10.4	60.4	8.3	3.6250	1.002

Majority of the respondents reiterated that staff training focus knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective to a great extent as shown by a mean score of 3.6250, as well as reducing cost shown by a mean score of 3.5542, quality and quantity of work shown by a mean score of

3.5489 and skills necessary to efficiently and productively carry out assigned tasks shown by a mean score of 3.5273. In addition, the respondents recalled that staff training focuses on attitudes towards other co-workers, the supervisors and the organization, utilization of equipment and boosting the morale of employees to moderate extents as shown by mean scores of 3.3714, 3.3714 and 3.2537 respectively.

#### 4.3.4 Effects of Information Technology on Management of Change

Information technology is another factor that affects the change management within the public sector institutions in Kenya. The study thus sought to establish the extent to which various factors of information technology influence management of change in the road agencies.

**Table 4.10: Factors of IT Influence Management of Change in the Road Agencies**

<b>Extent</b>	<b>No extent</b>	<b>Little extent</b>	<b>Moderate Extent</b>	<b>Great extent</b>	<b>Very great extent</b>	<b>Mean</b>	<b>Std. Dev.</b>
Internal capabilities	2.1	27.1	16.7	10.4	43.8	3.6667	1.342
Networking	8.3	50	18.8	18.8	4.2	2.6042	1.026
Technological learning ability	2.1	16.7	10.4	60.4	8.3	3.6250	1.002
Environmental factors	27.1	37.5	6.3	14.6	14.6	3.2083	1.184

According to the study, internal capabilities influence management of change in the road agencies to a great extent as shown by a mean score of 3.6667 and technological learning ability influence management of change in the road agencies to a great extent as shown by a mean score of 3.6250. While environmental factors influence management of change

in the road agencies to a moderate extent as shown by a mean score of 3.2083 and networking influence management of change in the road agencies to a great extent as shown by a mean score of 2.6042.

The study also sought to establish the respondents' level of agreement with various statements about the influence of information technology on management of change in road agencies in Kenya.

**Table 4.11: Information Technology and Change Management in Road Agencies**

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Mean</b>	<b>Std dev</b>
Installation of new systems poses financial challenge in the change management	10.5	0	14.3	51.9	23.3	3.7742	1.1384
Lack of proper knowledge poses a challenge in change management	6.3	0	25	25	43.8	3.5643	1.4527
A mismatch between software tools and company needs challenges change management in the institution	12.5	12.5	18.8	18.8	37.5	3.3722	1.2012
Compatibility of the different systems causes a challenge in management	18.3	11.4	15.5	13.1	30.0	2.9000	1.7196
Roadblocks to collaboration between departments also fails the implementation of change management	7.9	17.9	20.5	15.2	21.2	3.5976	1.5270

From the study, majority of the respondents agreed that installation of new systems poses financial challenge in the change management as shown by a mean score of 3.7742, roadblocks to collaboration between departments also fails the implementation of change

management as shown by a mean score of 3.5976 and that lack of proper knowledge poses a challenge in change management as shown by a mean score of 3.5643. They however neither agreed nor disagreed that a mismatch between software tools and company needs challenges change management in the institutions as shown by a mean score of 3.3722 and compatibility of the different systems causes a challenge in management as shown by a mean score of 2.9000.

The study further sought to establish the challenges experienced in the change process in the road agencies. The respondents recapped that resistance to change, the funds released from national treasury to the roads agencies and the subsequent delays in procurement of works, the conflict between agencies and the county governments on the classification of roads, bureaucratic culture and structures, pressure from key stakeholders (e.g. political pressure), the legal and institutional rigidity and lack of interest in the job by supervisors.

On what should be done to deal with the challenges facing management of change in the organizations, the respondents indicated that change should be done at a slow rate to allow time for the people to adjust. In addition, there should be increased staff training about change through workshops and seminars, the agencies should re-classify the roads to give the county governments the mandate to manage some needs and involving employee and management staff in the implementation of change in advance.

## **CHAPTER FIVE: SUMMARY, DISCUSSION AND CONCLUSIONS**

### **5.1 Introduction**

This is the final chapter in this study which gives the summary of the findings, the discussion and conclusions of the study based on the objective of the study and suggestions for further findings. It comes after identifying the background, problem at hand and the objectives in chapter one, literature review was done in chapter two, chapter three set out the methodology that the study used to collect data and chapter four analyzed the data obtained from the study. The chapter finally presents the area for further studies. The study sought to determine the factors affecting management of change in the road agencies in Kenya.

### **5.2 Summary**

From the results, it was established that finance, organizational culture and information technology affect change management practices in the road agencies in Kenya to great extents. On the other hand, staff training and management style affects affect change management practices in the road agencies in Kenya to moderate extents. The study found that change management strategy resulted in new laws, decisions and regulations to enable companies to more easily interact with new management structure, the change in management generate an increase in the resources needed for economic growth and management of change and that competitive hiring in the firm results to new pool of creative and innovative ideas which increase financial performance.

According to the study, management styles have an effect on management of change within the road agencies. The various management practices that affect management of

change at the road agencies include creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees and allowing employee participation in making job-related decisions. In addition, managerial abilities, personality, education background, temperament, previous track record and experience pose a challenge to the implementation of change management in the road agencies.

The study showed that organizational culture affects change management in the road agencies where majority of the respondents indicated that organization culture influences change management in the road agencies to a great extent. As such the various characteristics of the management team that contribute to challenges in change management implementation in road agencies include managerial abilities, education background, previous track record, experience, personality and temperament.

The study determined that staff training influence change management in Road agencies. The study established that staff training focuses on various aspects provided in order to influence change management in road agencies. They include skills necessary to efficiently and productively carry out assigned tasks, attitudes towards other co-workers, the supervisors and the organization, quality and quantity of work, utilization of equipment, reducing cost, boosting the morale of employees and knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective.

From the study, information technology has influence change management in the road agencies, where the various factors of information technology that influence management

of change in Road agencies comprise internal capabilities, networking, technological learning ability and environmental factors.

There was agreement that installation of new systems poses financial challenge in the change management, roadblocks to collaboration between departments also fails the implementation of change management and that lack of proper knowledge poses a challenge in change management.

### **5.3 Discussions**

From the study findings, it is clear that the road agencies have engaged in change management practices and there are various aspects that affect change management practices in the road agencies. Institutions invest in business entities with a sole purpose of making profit and so when an entity does not make profits it becomes frustrating to investors and business owners. Among reasons for change is that institutions may change to turn from a crisis situation, which may be a loss making situation or a collapsing situation to a profit making situation. It is clear that finance affects the management of change in the road agencies and that finance influences change management. Cost related challenges occur if organizations cannot meet the costs associated with the anticipated change. In the context of the road agencies in Kenya, cost of services, capital requirements, reserves, customer base/reach, operational costs and profitability affects management of change within the agencies.

The findings of this study show that management styles have an effect on management of change within the road agencies. The management style affects management of change within the road agencies to a great extent. A prevailing view in the business press and

among managers themselves is that CEOs and other top executives are key factors in the determination of corporate practices. The various management practices that affect management of change at the road agencies include creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees and allowing employee participation in making job-related decisions. Today's leaders share power rather than keep it to themselves; they find ways to increase an organization's power by making everyone in the organization involved and committed.

Organizational culture (cultural differences) have a huge impact on human behaviour and hold potential for misunderstandings in business contacts, which might become barriers to change in an organization. The study showed that organizational culture affects change management in road agencies where majority of the respondents indicated that organization culture influences change management in the road agencies. Organizations cultural traits must be consistent with what is necessary for driving new decisions. If the culture and change have little in common, chances of successfully achieving change are slim. As such the various characteristics of the management team that contribute to challenges in change management implementation in road agencies include managerial abilities, education background, previous track record, experience, personality and temperament. Whenever a discrepancy exists between the current culture and the objectives of the change, the culture always wins. The effective management of corporate culture is an essential contributor to the implementation process.

Successful change will be facilitated by the serious consideration by managerial staff of certain human resource management concerns, such as communication, staff

involvement, training and development and job design. The study determined that staff training influence change management in road agencies. The study established that staff training focuses on various aspects provided in order to influence change management in the road agencies. They include skills necessary to efficiently and productively carry out assigned tasks, attitudes towards other co-workers, the supervisors and the organization, quality and quantity of work, utilization of equipment, reducing cost, boosting the morale of employees and knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective. According to the study training efforts are likely to result in positive changes in job performance when the newly trained competencies are transferred to the work environment.

Most technologies that revolutionized the way information was managed before and initiated social change are well known to us. it is common to find that the human component of the project is not recognized as a separate element of the work. From the study, information technology has influence change management in the road agencies, where IT influences change management practices in the road agencies to a moderate extent. The various factors of information technology that influence management of change in the road agencies comprise internal capabilities, networking, technological learning ability and environmental factors. The future work setting will be the result of a balance between these different forces.

#### **5.4 Conclusions**

The study concluded that finance affects the management of change in Road agencies. In this respect, cost of services, capital requirements, road agencies reserves, customer

base/reach, operational costs and profitability affect management of change within the road agencies. The study recommends that since finance affects the management of change in road agencies, there is need to explore the best financing methods in order to ensure that the financial aspect of the change management is realized. This would include finding the best approaches in management of change that would ensure there are fair cost of services, easily attainable capital requirements, enough road agencies reserves, increased customer base/reach, minimal but sufficient operational costs and maximized performance.

The study also concluded that management styles have an effect on management of change within the road agencies. The management of change at the road agencies is affected by factors like creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees and allowing employee participation in making job-related decisions. The study found that management styles influence change management practices in the road agencies. The study thus recommends that management staffs responsible of leading the change management practices should strive to encourage others for excellence through employees' own behaviour and full recognition of high standards of behaviour. They should also talk about the company's vision and goals, they should always be punctual and well prepared and they should hold regular meetings to stimulate ideas for improvement. In addition, employees' adaptability should be tackled by enlightening them in advance through seminars, workshops and offering training programs to influence change management in the institution. This should go hand in hand with

ensuring proper management of employees' resistance, employee responsibilities and good organizational structures.

The study further concluded that staff training influence change management in road agencies. Staff training focuses on various aspects such as skills necessary to efficiently and productively carry out assigned tasks, attitudes towards other co-workers, the supervisors and the organization, quality and quantity of work, utilization of equipment, reducing cost, boosting the morale of employees and knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective in order to influence change management in road agencies. There is a need to develop change management practices to promote processes of change. This will resolve failures in internal communication that have sometimes led to failure of implementation of change management in the road agencies and leadership which influences the change management practices in the organization.

Further, this will enable effective communication of change management within the department. In addition, it will enhance listening to each other through the communication systems in the organization, communication will get people to talk to one another, language problems causing blockages in organizational communication will be eliminated, and communication will also help people work through their concerns. There should also be adequate training to enable employees cope with the change in management.

The study finally construed that information technology has influence change management in the road agencies. From the findings internal capabilities, networking,

technological learning ability and environmental factors are the factors of information technology that influence management of change in road agencies. The study also found system compatibility influences change management in the institution. The study hence recommends that the institution should install systems that are compatible with the change management practices. They will enable in dealing with challenges of management, roadblocks to collaboration between departments which fails the implementation of change management. It will also involve installation of new systems whose lack pose financial challenges in the change management and proper knowledge required for successful change management practices implementations.

### **5.5 Area for Further Research**

The study has investigated the factors affecting management of change in the road agencies and established that finance, management style, organizational culture, staff training and information technology are the main factors affecting change management practices at the road agencies. The road public sector in Kenya however is comprised of various other agencies which have undergone through the change process and differ in their way of management and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the public sector institutions in Kenya and hence pave way for new policies. The study therefore recommends another study be done with an aim to investigate the factors affecting change management practices in public sector institutions in Kenya.

### **5.6 Implications of the Study on Policy, Theory and Practice**

The findings imply that road agencies in Kenya are faced with various challenges in the implementation of the change management practices brought about by that finance,

management style, organizational culture, staff training and information technology as such the one experienced currently the road agencies in Kenya should engage in more of the proactive strategic changes in order to keep pace with the operating environment. The management of public sector institutions such as the road agencies has to be grounded in the purposes, conditions and tasks of the public domain, lest it undermines the basis on which those services are provided.

The results of the study also imply a conception of public service that was essentially state led and thus the strengths that come from organizational change can easily become weaknesses when carried too far. As such the activities in the public sector should be streamlined to realize distinctive values, subject to distinctive conditions and tasks be carried out distinctively. The focus should be directed towards increasing employee readiness to accept change.

From a theoretical perspective, public sector has come under increasing pressure to improve performance and demonstrate greater transparency and accountability. This pressure has resulted in public sector organizations facing shifts in ways of operating. Various corporate change strategies have been adopted by different public sector agencies, many of these cloning managerial practices from the private sector. These changes in public sector organizations have enormous significance for national-regional economic and social development. While there is a growing body of knowledge dealing with the management of corporate change there are still significant gaps in understanding the process in the public sector institutions. Therefore further study should be done with an aim to investigate the factors affecting change management practices in public sector institutions in Kenya.

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## APPENDICES

### Appendix I: Questionnaire

This questionnaire consists of two major parts; Part A on general information and Part B on factors affecting management of change in the road agencies in Kenya. Kindly, answer all the questions to the best of your ability. Indicate with a tick or filling in the space(s) provided. In case there is need for clarification, please do not hesitate to get in touch with me as soon as possible. I confirm that the information you give will be solely for the academic purposes only and will be strictly confidential. Your cooperation will be highly appreciated.

#### SECTION A: RESPONDENT DETAILS AND BIO DATA

1. Which Road Agency do you work for?

- |                                   |                          |                             |                          |
|-----------------------------------|--------------------------|-----------------------------|--------------------------|
| Kenya National Highways Authority | <input type="checkbox"/> | Kenya Rural Roads Authority | <input type="checkbox"/> |
| Kenya Urban Roads Authority       | <input type="checkbox"/> | Kenya Wildlife Services     | <input type="checkbox"/> |

2. Please indicate your gender

- |      |                          |        |                          |
|------|--------------------------|--------|--------------------------|
| Male | <input type="checkbox"/> | Female | <input type="checkbox"/> |
|------|--------------------------|--------|--------------------------|

3. Your department:

- |                |                          |                      |                          |
|----------------|--------------------------|----------------------|--------------------------|
| Human resource | <input type="checkbox"/> | Finance              | <input type="checkbox"/> |
| Procurement    | <input type="checkbox"/> | Operations           | <input type="checkbox"/> |
| Marketing      | <input type="checkbox"/> | Other (Specify.....) | <input type="checkbox"/> |

4. What is your designation?

- |                    |                          |                            |                          |
|--------------------|--------------------------|----------------------------|--------------------------|
| Head of department | <input type="checkbox"/> | Assist. Head of department | <input type="checkbox"/> |
| Supervisor         | <input type="checkbox"/> | Others (Specify.....)      | <input type="checkbox"/> |

5. What is your total work experience in the road agencies?

- |                 |                          |             |                          |
|-----------------|--------------------------|-------------|--------------------------|
| Less than 5 yrs | <input type="checkbox"/> | 6-10 yrs    | <input type="checkbox"/> |
| 11 to 15 yrs    | <input type="checkbox"/> | Over 15 yrs | <input type="checkbox"/> |

6. To date, what has been your highest formal qualification?

- |                      |                          |                      |                          |
|----------------------|--------------------------|----------------------|--------------------------|
| Certificate/ Diploma | <input type="checkbox"/> | Undergraduate        | <input type="checkbox"/> |
| Post graduate level  | <input type="checkbox"/> | Other (Specify.....) | <input type="checkbox"/> |

**SECTION B: MANAGEMENT OF CHANGE**

7. To what extent do the following factors affect change management practices in the Road Agency? Use a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5 is to a very great extent.

<b>Factors Affecting Change Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Finance					
Management style					
Organizational culture					
Staff training					
Information technology					
Others (Specify.....)					

8. What is your level of agreement with these statements about the effects of finance on management of change in this Road Agency? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

<b>Influence of Finance on Management of Change</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The change in ownership provide new incentives to increase output of the Firm					
Management of change reduces costs as managers respond to the pressures imposed by the company's shareholders					
Change management strategy resulted in new laws, decisions and regulations to enable companies to more easily interact with new management structure					
The change in management generate an increase in the resources needed for economic growth					
Competitive hiring in the firm results to new pool of creative and innovative ideas which increase financial performance					
Other (Specify.....)					

9. To what extent do the following management practices affect management of change at the Road Agency? Use a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5 is to a very great extent.

<b>Management styles</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Creating and sharing an organizational goal					
Acting as a role model					
Encouraging creativeness					
Providing support for employees					
Allowing employee participation in making job-related decisions					

10. To what extent do the following characteristics of the management team contribute to challenges in change management implementation in this Road Agency? Use a scale of 1 to 5 where 5 is to a very great extent and 1 is to no extent.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Managerial abilities					
Education background					
Previous track record					
Experience					
Personality					
Temperament					
Others, (Specify.....)					

1. To what extent does staff training focus on the following aspects in order to influence change management in the Road Agency? Use a scale of 1 to 5 where 5 is to a very great extent and 1 is to no extent.

<b>Aspects of staff training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Skills necessary to efficiently and productively carry out assigned tasks					
Attitudes towards other co-workers, the supervisors and the organization					

Quality and quantity of work					
Utilization of equipment					
Reducing cost					
Boosting the morale of employees					
Knowledge necessary to fully understand how employee role fits in the achievement of an organization overall objective					
Others (Specify.....)					

11. To what extent do the following factors of information technology influence management of change in Road Agency? Use a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5 is to a very great extent.

<b>Extent</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Internal capabilities					
Networking					
Technological learning ability					
Environmental factors					
Others (Others.....)					

12. Rate your level of agreement to the following statements about the influence of information technology on management of change in Road Agency. Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Installation of new systems poses financial challenge in the change management					
Lack of proper knowledge poses a challenge in change management					
A mismatch between software tools and company needs challenges change management in the institution					

Compatibility of the different systems causes a challenge in management					
Roadblocks to collaboration between departments also fails the implementation of change management					
Others, (Specify.....)					

13. What are the challenges experienced in the change process in the Road agency?

.....  
.....

14. Please give suggestions on what should be done to deal with the challenges facing management of change in this organization?

.....  
.....

**THANK YOU FOR PARTICIPATING!**



**UNIVERSITY OF NAIROBI**  
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**MBA PROGRAMME**

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DATE 20/9/2013

**TO WHOM IT MAY CONCERN**

The bearer of this letter JOLLENE CHEPKORIR

Registration No. DB1/62876/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
**PATRICK NYABUTO**  
**MBA ADMINISTRATOR**  
**SCHOOL OF BUSINESS**



### **Appendix III: List of Road Agencies in Kenya**

1. Kenya National Highways Authority
2. Kenya Rural Roads Authority
3. Kenya Urban Roads Authority
4. Kenya Wildlife Services

**Source:** Kenya Roads Act, 2007