

**ASSESSMENT OF DETERMINANTS OF EFFECTIVE CHANGE
IMPLEMENTATION IN THE COUNTY GOVERNMENTS: A CASE OF
LAIKIPIA COUNTY**

Evah Wangui Gichuki

Jomo Kenyatta University of Information Technology, Msc Human Resource
Management

Dr. Alice Abok

Lecture, Jomo Kenyatta University of Information Technology

Key words: Implementation, Change management, Communication, Top management

ABSTRACT

Public sectors worldwide are under pressure to increase efficiency while delivering improved and integrated services. The purpose of the study was to examine the factors influencing effective change implementation in the county governments a case study of Laikipia County with aim of making recommendations on effective change implementation. The study was aimed at establishing how top management support, communication, technology tools, and government policies affect effective change implementation. The study employed descriptive research design. A sample of 212

Laikipia County Government employees was selected through stratified random sampling to participate in the study. Self-administered questionnaires were used to collect data which was analyzed using SPSS versions 20 and presented in form of relevant graphs and tables. Most of the respondents agreed with the statement that top management participates in ensuring successful delivery of services under the new changes. Results showed that most of the respondents agreed that top management delegates and monitors duties on ensuring change management to ensure success. Most of the respondents agreed that government employment policy and regulations affect effective implementation of change in the County. Transition guidelines on devolution influences change implementation in Laikipia County Government was supported by most of the respondents while close to half agreed with presence of adequate legal framework to support the implementation of change. The County Governments have a great responsibility of ensuring that top management plays its role in effective change implementation which is vital. To achieve this, proper and extensive monitoring activities in change implementation should be provided to ensure its effectiveness

CHAPTER ONE

Change management is considered to be a plurality of subjects, techniques and skills that specialization and complexity are metamorphosed into actions and results, with the organization. Change can lead to another change or a chain of changes, so employees

are affected by it and react differently due to emotional reactions. Their consequences can be accepted, ignored or rejected. As such, these reactions to change dependent on, the ambiguity of role and control exercised by the individual, change can be seen as an opportunity and a threat. Also, change management can be defined as a set of processes that work on planning, organization, coordination, involvement and control measures for the actions that aim to replace or transform an organization, in form and content to increase efficiency and competitiveness.

On 4 August 2010, sixty seven percent of Kenyan voters approved a new Constitution in a constitutional referendum, and it was signed into law on 27 August 2010. As a way of devolving **economic resources and economic power to the grassroots as well as to bring the government closer to the people**, the new constitution established two levels of government; the national and county levels of government. Devolution has opened up Kenya to the prospects of fundamental and progressive changes in politics and economy but this has also marked a big change in the system of government and governance from the unitary government to a two-tier devolved structure.

Change is a comprehensive, cyclic and structured approach for transitioning individuals, groups and organizations from a current state to a future state with intended business benefits. The process of change begins with organizational leaders developing an organizational strategy, then with the creation of an initiative that is aligned with strategy. Organizations are open systems which mean that they are in a constant

interactional and interdependent relationship with their environment. Any changes in the external environment, such as changes in consumer tastes and preferences, competition or economic policies of the government make it imperative for the organization to make changes in its internal system. This study determined whether there is a significant relationship between change management and management support, communication, technology and government policies. Management Support and Commitment to change is generally seen as an important condition for the successful implementation of change (Herscovitch & Meyer, 2002). Employees support for change is not only dependent on the content of change, but also on the way organizational change is implemented.

Leadership is generally seen as a crucial factor in order to create affective commitment to change among employees in the organizations both in private and Public Sector (Rowland & Higgs, 2005). Research on the leadership of change is concentrated on the activities of change agents aimed at promoting a certain change initiative (Higgs & Rowland, 2005). Other research has identified management styles among supervisors that are more generally seen as relevant and effective during organizational change although the influence of leadership on commitment to change is rarely challenged, little empirical evidence exists (Burke, 2010).

Effective support to change is generally seen as an important condition for the successful implementation of change (Herscovitch & Meyer, 2002). Employees support

for change is not only dependent on the content of change, but also on the way organizational change is implemented. According to Woodman & Cameron (2001) management is generally seen as a crucial factor in order to create effective commitment to change among employees in both the private sector. Change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant et al., 2005). Between the lines a particular strategy is primarily about power and control, dominance and supremacy, whose access to resources will be enlarged or reduced, who can stay and who has to go. Change management is the modernist project which has as its heart exceeds the professional management as a means of achieving control in organizations (McAuley et al., 2000). The ever-increasing political pressure forces institution to make changes to the organization systems to which the staff members are unaccustomed to. Given the nature of state organizations, transformation efforts rely more heavily on management support than what may be experienced in the private sector.

Stakeholders are primarily the agencies within the executive branch. Other critical stakeholder relationships include the governor and the legislature. Most stakeholders will provide support along the transformation path. However, a significant concern within state government is interruption of services, disruption to the organization, and lengthy initiatives that do not promise results within the short tenure of some officials (Mulwa&Wekhuyi, 2010). During times of change, communication and employee engagement are more important than usual and can substantially affect the cost and

outcome of change efforts. Trust is identified as particularly important in obtaining support for and participation in change efforts (Marshall 2000). Strebel (1998) emphasizes that executives and employees see change differently, with senior managers typically seeing change as opportunity for both the business and themselves, and employees typically seeing change as disruptive, intrusive, and likely to involve loss.

These aspects of change are very personal and need to be addressed in personal terms. It is important for those managing change to identify the key issues that may range from loss of turf, attachment, meaning, future, competency-based identity or control. It is in the discussions of the human aspects of change that Lewin's three-stage model of unfreezing, move or change, and refreezing is most frequently applied. In designing change initiatives, cautions are made concerning the difficulty of and time required creating new values within an organization.

There are ongoing technological revolutions which have created additional pressures in the working environment. Therefore, it is imperative that organizations constantly introduce changes in strategy, structure, processes and culture to maintain their competitive advantage (Higgs, 2002). According to Figuorea (2008), businesses in the industry have been largely driven by technological change and globalization, and partly by changes in the regulatory environment. Consolidation in the industry continues, but it takes different forms as the dominant industry conglomerates have redirected their

consolidation strategies, shifting from diversification and horizontal integration to targeted expansion into the new technologies. Thus, companies in the so called traditional sectors are quickly embracing the new technologies through acquisitions or alliances and partnerships with new technology start-ups. Hitt (2000) argues that it is plausible that the implementation of a new information and communication system alone is not sufficient to cause positive change. The implementation of a new software system such as SAP often requires a restructuring of the organization in order to use these new systems. Thus, it appears likely that workplace reorganization has to be changed accordingly in order to make workflow more efficient or enabling change.

Commitment has received a great deal of research attention, having been found to be related to important organizational outcomes such as job performance, citizenship, absenteeism, and turnover (Mosley, & Alford, 2002). Although originally conceptualized as an employee's attachment to, or congruence with, the values of the organization commitment researchers have since identified other referents of commitment, such as organizational subunits, supervisors, or specific initiatives, such as change programs (Herscovitch & Meyer, 2002). In the context of change, commitment goes beyond just positive attitudes toward the change to include the intention to support.

Statement of the Problem

Devolution brought several changes as the counties struggled to define their governance and service delivery structures (World Bank, 2012). Claire (2010) argues

that for such changes to be successful the prerequisites of effective communication to the implementers of the changes, appropriate adoption of technology to support the changes and support of leaders should be met. Paton and McCalman (2008) argue that while change is inevitable in organizations and governance, it is appropriate that the critical success factors are addressed.

The political leadership and team structure at the counties enables minimal changeover training whenever a new plan is in place (Kiula, 2012). A gap exists between those who are willing to have a change and those who would prefer to have the old systems continue. Otieno (2013) found out that 60% of the projects in devolved government fail due to lack of commitment of the political leaders towards change. Communication which is central in the success of organizational processes and new development (Burke, 2008) lacks in devolved units (Otieno, 2013). According to the performance evaluation process for the Civil service (Ministries /Departments/local authorities) that was undertaken in August – September 2010 and made public in December, 2010, 50% of government bodies perform poorly in meeting their targets due to lack of effective communication and leadership (Nyongesa, Sewe & Ng'ang'a, 2012).

According to Elving and Werkman (2006), communication is even essential in implementing change effectively. However, one problem for many modern organizations is that change is not always communicated effectively (Burke, 2008; Cummings & Worley, 2009). Additionally, despite the contribution of technology in the seamless transition of the change process (Kimenyi, Mwangi & Meagher, 2004), the

devolved units in Kenya have not taken the initiative to integrate technology in their processes (Jidda, 2014).

Moreover, only 30% of the employees in county government are technologically savvy (Kiula, 2012). However, Jidda (2014) contends that while county government are faced by different challenges towards transition and change management, inadequate policies are to blame for lack of efficient management systems in county government. Consequently, central government policies should be integrated with the county government policies to avoid conflicts in the implementation of change (Kinuthia, 2014). According to Atkinson (2013), significant interventions are required on the part of administrations to support the development of local actors and structures to implement devolved governance. There is lack of clearer rationale for, and approach to, devolving power which is part of change and influence that is understood across the range of central and devolved governance involved in policy delivery (Atkinson, 2013). Great commitment to ongoing and open dialogue amongst all relevant actors needs to be emphasized in assessing the operation of central and devolved governance structures neede.

This study therefore will explore the determinants of effective change implementation with a focus on management support, communication, technology, and government policies.

Objective of the study

- i. To determine how top management support influence effective change implementation in the county governments
- ii. To establish how communication affect effective change implementation in county governments
- iii. To investigate effectiveness of technology in effective change implementation in the county governments
- iv. To assess the effect of government policies effective change implementation in the county governments

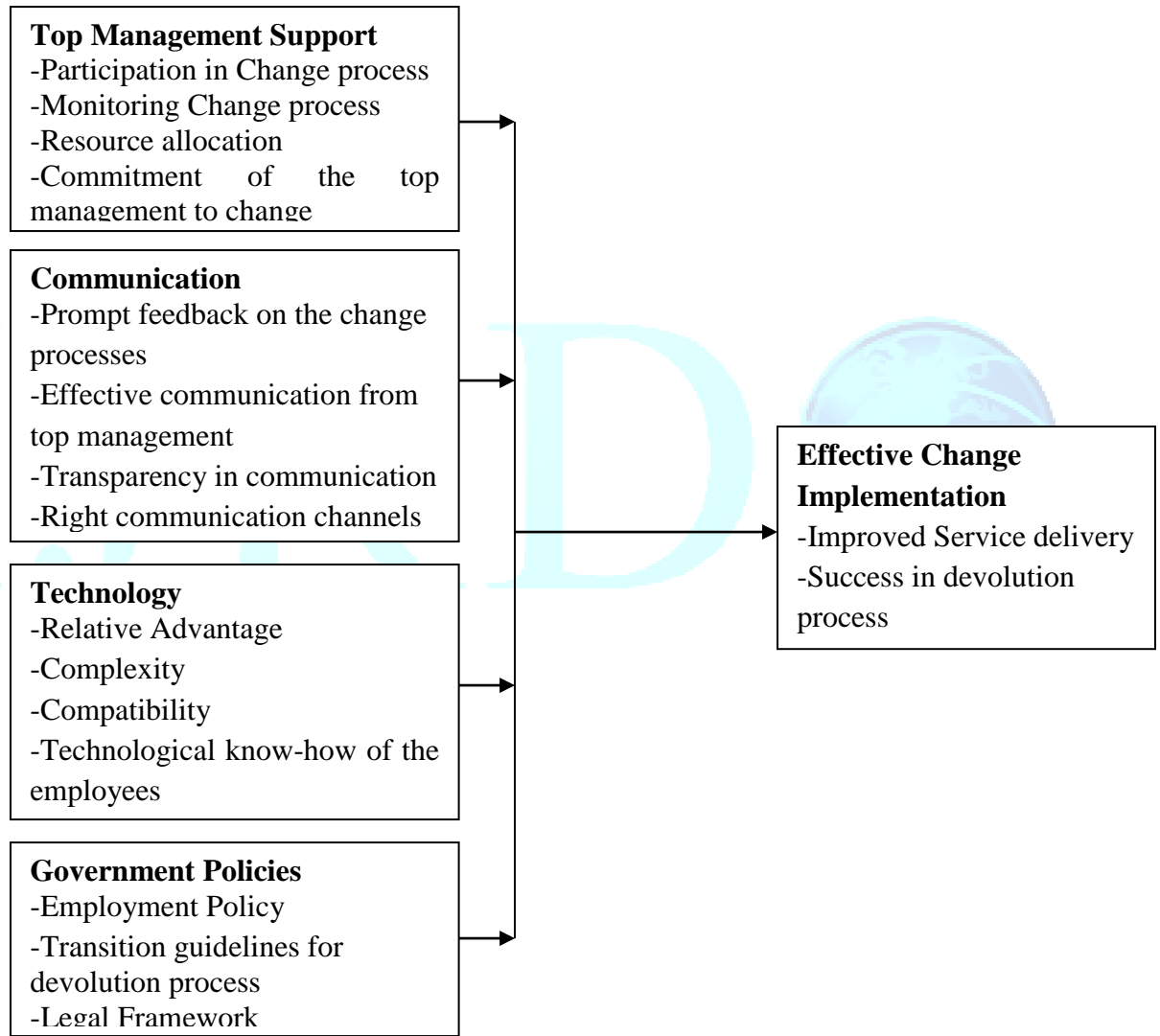
Theoretical Review of Literature

Mugenda and Mugenda (2003) defines a theory as a system of explaining phenomena by stating constructs and the laws that interrelate these constructs to each other. A construct is a concept, abstraction or idea drawn from the specific. Kurt Lewin's (1958) three-phase model of change unfreeze, move or change, and refreeze provides the framework for much of the literature that deals with intentional change in organizations (Goodstein and Burke 1998). An important aspect of this framework is the centrality of changing the individuals who comprise the organization and the explicit recognition that change will be resisted, and that overcoming this resistance requires leadership (and hence the involvement of top management). This creates costs which in the case of individuals include substantial emotional work. In Lewin's Model, there is a stipulation for three distinct steps in change management if it is to be effective. Those are unfreezing the present, moving from the present and freezing. If this model is not

followed, then changes will be short-lived. In other words, you can cause needed change to occur. However, in order for change to be permanent, you must dismantle the present (and the capability to move back to the present), move from the present to the future and put in place the people and processes to ensure permanency (Lewin, 1951). This model is still relevant in terms of what to do. However, the speed at which it must be done has increased dramatically. Lewins Model is one for planned change, not responses to unplanned change. Kotter (1996, 1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. The Kotter's change management model (1995) focuses on Leadership as the critical ingredient for change. Change can be championed through a coalition of leaders; with at least 75% of the company's management needs to buy into the change. The change should be crafted into a Vision that the organization identifies with and communicate the same across the organization. This corresponds to formulation of a strategy for directing organizations activity implementation in which opportunities underpinned by strengths are exploited to reduce the impact of threats and weaknesses. This may in part call for enforcing existing competences, resources and capabilities to maximize outcome. Quick wins will soften change and lay the foundation for the difficult changes. While it is encouraging to reward reformers in form of promotion, training, awards among others to hasten the

process of change care will be taken to build on momentum of achievements (Kotter, 1995). Change should be anchored on the Corporate Culture, ideals and values to make it stick.

Conceptual frame work



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Rose and Lawton (1999) in their study observes that changes in the public service arise out of the need for efficiency, economy, effectiveness, and performance evaluation ethics and market concerns. Rising demand for services and expectations of quality of those services have placed extreme pressure on managers and their organizations, depicting change as a continuous episode in the life of corporations. A study by Conway and Monks (2008) on the relationship between Human Resource practices and affective commitment to change in three health sector organizations in Ireland found that communication and rewards had a positive relationship with affective commitment to change during the implementation of a change initiative. Other empirical studies have identified the relationship between communication and organizational change and management of the change process.

DiFonzo and Bordia (2008) carried out a study on two state corporations to assess and compare the challenges they faced during change implementation. The study found out that communication was a major factor in the implementation of change in both organizations. They concluded that an open communication policy allows for the employees to communicate concerns, dislikes, and acceptance. Open communication also provides management with feedback during the change process. This, in turn, reduces the level of resistance to change. Additionally, Coch and French (1998) reported lower levels of resistance to change in the experimental group where open

communication was encouraged and facilitated through workshops. Gardner (2002) carried out a study to assess the attention of employees and their reactions to organizational change. The study found out that employees believed that open communication channels reduced the levels of resistance to change because it reduced the fear of the unknown and improved a workers ability to see the need for change.

Vakola and Nikolaou (2005) found out that good and effective relationships of the top management with employees and their continuous support to the change management process are very important for formulating positive attitudes towards change and consequent success of a change initiative. They find that the most significant factor affecting employee attitudes toward change is occupational stress.

The indicators of occupational stress are work relationships arising from support from the top management or supervisors, overload, job security, availability of resources such as effective technological resources to handle the job needs, communication and policies governing job at the workplace.

These factors may cause negative attitudes toward change and therefore inhibit change processes. They suggest that to ensure success of any change program, management must reduce occupational stress caused by these stressors. Herold et al. (2008) carried out a multilevel study to assess the effects of change and transformational leadership on employees' commitment to change. The study found out that leadership or top

management support is generally seen as a major contributor to the implementation of change in an organization. According to the results of the study, it is the responsibility of the organization's top management and leadership to ensure that they guide the coalition of change. Holt et al. (2007) in their study on their attempt to develop a systematic development scale to assess readiness for organizational change concluded that top management support is essential for any change initiative. The study emphasized the role of senior management as a necessary prerequisite in the initiation of change. Additionally, Allen et al. (2007) carried out a study on the uncertainty during organizational change and managing perceptions towards change through communication. Their study concluded that direct supervisors play an important role during the implementation of change. Some studies have reported a direct relationship between transformational leadership and commitment to change (for example, Oreg&Berson, 2011).

Karplus (2007) in a study on innovation in China's energy revealed that technology will be a major factor affecting effective change management implementation in China's energy sector. A preference for cheaper alternatives will be implemented that means that domestic technologies were preferred when sometimes even if the quality will be lower compared to imports. In Kenya, corporate bodies have always been preoccupied with change as managers try to find ways of capitalizing on opportunities created by economic and technological developments.

According to Ndemo (2008), in his study states undoubtedly, all organizations are faced with change, but some are perceived to operate in more dynamic environments than others. In Malaysia, Zakuan et al. (2012) carried out a study on the critical success factors of change implementation in Higher Education Institutions. Basing their study on reviewing relevant literatures to critical success factors of TQM and its implementation in various areas, and focusing on the implementations, the impacts on the organization's performance and the encouraged indicators to the adoption of change in the organization, the study found out that the success of change management in an institution depends on its technological systems employed towards change, and change management strategy on how it identifies, classifies, analyzes, and reacts to the changes in management needs.

In Zambia, Kasongo and Moono (2010) carried out a study to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. Employing phone interviews and documentation as the data collection methods, they identified the TQM factors to include the quality practices of the top management, employee involvement in the quality management system, customer focus, process and data quality management and technology employed, and techniques implementation.

Based on their findings, these factors significantly affect the companies' performance on the quality change with respect to their internal procedures, customers, market share

and the natural and social environment. On government policies and regulations, studies argue that governments globally, are the policy making bodies. For that matter, the autonomy or decision making power of organizations is related to issues of policy (Christensen, 2001).

Autonomy in decision making is also influenced to some extent by legal position, financial dependence and governance structure (Christensen, 2001; Verhoest, et al. 2004). The actions of organizations are also often strongly regulated by other governmental actors, such as central government departments, funding, audit offices and public standards commissions (Christensen, 2001). The reviewed literatures indicate that Top Management Commitment, communication, technology, and policies and regulations are critical factors in implementation of change. There is therefore need for every organization that is implementing change to take these factors into account.

According to Weick (1999), change starts with failures to adapt and that change never starts because it never stops. Reconciliation of these disparate themes is a source of ongoing tension and energy in recent change research. Classic machine bureaucracies, with their reporting structures too rigid to adapt to faster-paced change, have to be unfrozen to be improved. Yet with differentiation of bureaucratic tasks comes more internal variation, more diverse views of distinctive competence, and more diverse initiatives.

Critique of the Existing Literature

This study has identified that the various studies carried out on factors affecting change implementation are not comprehensive. While they have given the study a good basis for information, the studies are not elaborate enough and therefore one cannot draw generalized conclusions based on some of these studies. Most of the studies do not identify the scope of the study nor the parameters used to measure the level of change management in the study.

In addition, the studies only handle one factor while else the current study intends to find out several factors. Past studies on the subject of change implementation have mostly focused on the adoption of implementation of change by firms in the private sector. Very few studies have attempted to focus on the public sector. The studies contracted mostly on government in holistic and state cooperation's. None has attempted to address the unique case for county government in Kenya. Almost all studies are based in the developed countries in United States Britain and few exceptions in China. Very small percentage of has been carried out in the East Africa Community of which the study has carried out in Kenya on a very small scale. This study therefore sought to fill in the gaps identified in the previous studies.

Research Gap

Much of the literature on change implementation has focused on other countries more so on developed countries. Studies on the Kenya scenario have targeted the private sector on emphasis on banking and few on parastatals. Previous studies have identified that the various studies carried out on factors affecting change are not comprehensive. While they have given the study a good basis for information, the studies are not elaborate enough and therefore one cannot draw generalized conclusions based on some of these studies. For example, the study on user involvement (Guilherme, Giovana, Maria and Gabriel, 2011) does not identify the scope of the study nor the parameters used to measure the level of change management in the study. In addition, the study only handles one factor while else the current study intends to find out several factors, this study therefore sought to fill in the gap. Organizational scholars have long acknowledged the importance of communication processes in explanations of organizational change processes (Lewis and Seibold, 1996; Rogers, 1995; Fairhurst and Wendt, 1993).

RESEARCH METHODOLOGY

This study adopted a descriptive research design using a study of Laikipia county government to assess the influence of technology, communication, top management support and government policies on effective change implementation in Laikipia County government. This study targeted 704 employees in the top, middle and lower cadres who take part in the devolution process in Laikipia county government. The study population comprised of all employees of Laikipia county government working at the headquarters and in the five sub-counties in Laikipia county namely: Laikipia East, Laikipia West. According to Mugenda and Mugenda (2003) a researcher would have to use at least 30% of the total target population as a sample size for it to be accepted as a good representative sample. Using Mugenda and Mugenda (2003) advice the study will select a sample size of 212 county government employees to participate in the study.

Data Processing and Analysis

Data analysis and presentation was both qualitative and quantitative in nature. Qualitative data obtained from questionnaires was edited/cleaned and classified into classes or groups with common characteristics or themes. The content within the themes was then analyzed guided by the research objectives. Quantitative data was

Journal of Business Management

analyzed and interpreted using the Statistical Package for Social Sciences (SPSS). Inferential data analysis techniques such as regression and factor analysis were also used to analyze the collected data. Descriptive statistics such as frequencies and percentages was used to show the inherent relationship between variables and the research questions in the proposed study. The SPSS Version 20 was used to generate suitable graphs, charts and tables. Results were then analyzed in order to draw conclusions and present the research findings. The version 20 selected deem appropriate for analysis since it offers friendlier interface that could easily be linked with Microsoft office utility programs. Responses were partially measured using a 5-point Likert scale (also known as summated rating scales) where 1 meant disagree and 5 meant strongly agree (Manstead& Semi, 2001). Frequencies were generated for each variable namely: Top Management Support, Communication, Technology and Government Policies. Linear Regression Analysis was further used to show the relationship between the dependent and the independent variables (Kothari, 2004). The regression model was as follows; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ (1) Where Y is the dependent variable (Effective Change Implementation), β_0 is the regression constant, $\beta_1, \beta_2, \beta_3,$ and β_4 are a vector of coefficients of independent variables,

X_1 represented Top Management Support

X_2 represented Communication

X_3 represented Technology

X₄ represented Government Policies

The data was presented using tables and charts to give a clear picture of the research of the research findings at a glance.

FINDINGS AND DISCUSSION

The most common internal consistency measure known as Cronbach's alpha (α) was used. Reliability results for all the set of variables in the questionnaires gave a cronbach alpha statistics of more than 0.7, thus the threshold value of 0.7 were met. This showed that the study instrument was reliable.

Regression Analysis

Multiple regression model containing the four independent variables (Government Policies, Communication, Top Management Support and Technology) was ran to predict effective change implementation.

An R² value of .651 indicates that 65.1% of the variation in Change Implementation can be explained by the model. Hence government policies, communication, top management support and technology can explain 65.1% of the variation in Customer loyalty while other factors not studied in this study can explain 34.9%.

Table 1: Model Summary for Combined model

Journal of Business Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.651	.642	.47199

a. Predictors: (Constant), Government Policies, Communication, Top Management Support, Technology

To determine how best the regression model fits our data, Analysis of Variance on the coefficient of determination (R^2) was calculated. An F value of 29.437 (df=4, 202 and $P < .001$) shows that the model is suitable at 95% confidence level.

Table 2: ANOVA for R^2 for Combined model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.231	4	6.558	29.437	.000 ^a
	Residual	45.000	202	.223		
	Total	71.231	206			

a. Predictors: (Constant), Government Policies, Communication, Top Management Support, Technology
 b. Dependent Variable: Change Implementation

Table 2 displays the coefficient of the regression model of change implementation on government policies, communication, top management support and technology. Regression coefficients (B) represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. The standard error is an estimate of the standard deviation of the coefficient, the amount it varies across cases. It can be thought of as a measure of the precision with which the regression coefficient is measured. If a coefficient is large compared to its standard error, then it is probably different from 0. The t statistic is the coefficient

Journal of Business Management

divided by its standard error. The t statistic on our variable is compared with values in the Student's t distribution to determine the P value. The Student's t distribution describes how the mean of a sample with a certain number of observations is expected to behave. From the table all the coefficients of the model except government policies were significant at 5% level of significance. Therefore, Change Implementation can be predicted using the following equation:

$$Y=1.266+.298X_1+.296X_2+.138X_3$$

Where;

Y is government policies,

X₁ is the Top Management Support

X₂ is the Technology

X₃ is the Communication

This means that one unit increase in customer service there will be 0.298 units increase in government policies.

Table 3: Coefficients of Combined model

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.266	.302		4.200	.000
Top Management Support	.298	.061	.343	4.850	.000
Technology	.296	.084	.259	3.543	.000
Communication	.138	.048	.170	2.872	.005
Government Policies	.030	.065	.040	1.173	.058

Journal of Business Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.266	.302		4.200	.000
	Top Management Support	.298	.061	.343	4.850	.000
	Technology	.296	.084	.259	3.543	.000
	Communication	.138	.048	.170	2.872	.005
	Government Policies	.030	.065	.040	1.173	.058

a. Dependent Variable: Change Implementation

Both univariate and multivariate findings support that of Herold et al. (2008) who carried out a multilevel study to assess the effects of change and transformational leadership on employees' commitment to change. The study found out that leadership or top management support is generally seen as a major contributor to the implementation of change in an organization. The findings are in line with DiFonzo and Bordia (2008) who carried out a study on how state corporations to assess and compare the challenges they faced during change implementation. The study found out that communication was a major factor in the implementation of change in both organizations. The findings also concurs with Heeks (2002) who reported that Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform, given that the work of governments are information-intensive primarily to cover internal management, public administration and regulation.

The study therefore rejected the null hypothesis that technology has no significant effect on effective change implementation. Further, Karplus (2007) in a study on innovation in

China's energy that revealed that technology was a major factor affecting effective change management implementation in China's energy sector. However, the coefficient for government policies was not significant in the combined model. These findings oppose those of Christensen (2001) that documented that the autonomy or decision making power of organizations is related to issues of policy.

Summary

The regression analysis findings for both univariate and combined model indicated a positive relationship between top management support and effective change implementation. The study therefore rejected the null hypothesis that top management support has no significant effect on effective change implementation.

Almost three quarters of the respondents agreed that technology employed in change management is compatible to the needs of County Government while over half of the respondents agreed that the county is employing technologies that are not complex for the employees to understand and use. Employees in County governments have the technical skills necessary for employing the current technology in change implementation process as reported by most of the respondents while majority agreed that modern IT facilities in change management implementation is welcomed by employees. Most of the respondents agreed that government employment policy and regulations affect effective implementation of change in the County. Transition guidelines on devolution influences change implementation in Laikipia County

Government was supported by most of the respondents while close to half agreed with presence of adequate legal framework to support the implementation of change.

Conclusion

The study was aimed at determining factors influencing effective change implementation in County governments. The study was guided by four specific objectives including; to determine how top management support influence effective change implementation in the Laikipia County government; to establish how communication affect effective change implementation in County government; to investigate effectiveness of technology in effective change implementation in the County and to assess the effect of government policies effective change implementation in the County.

Results showed a positive influence of top management support, communication and technology on effective change implementation in County governments. A partial influence of government policies on effective change implementation in the County government was also reported.

Recommendations

In view of the findings made and conclusions drawn from the study, the following recommendations are provided to help enhance effective change implementation. The County Governments have a great responsibility of ensuring that top management plays

its role in effective change implementation which is vital. To achieve this, proper and extensive monitoring activities in change implementation should be provided to ensure its effectiveness.

Basing on the current findings, communication is paramount to effective change implementation and should be enhanced properly to ensure desired results. The researcher recommends that ICT infrastructure and training should be improved by the county governments on a regular basis and most cases should be tailored toward the training needs and major functions of the Counties.

Areas for Further Research

This study has some limitations. It confined its focus to Laikipia County government only. Hence, future research should determine factors influencing effective change implementation in with a larger sample incorporating all counties in Kenya.

Whereas this research has relied on quantitative approaches to determine factors influencing effective change implementation, an in-depth analysis of individual responses can generate useful inductive information and provide a richer understanding of the determinants factors influencing effective change implementation in Laikipia County government.

REFERENCES

- Allen, J., Jimmieson, N.L., Bordia, P. & Irmer, B.E. (2007). Uncertainty during organizational change: Managing perceptions through communication. *Journal of Change Management*, 7(2), 187-210.
- Atkinson (2013) *Governance Structures and the devolved delivery outcomes* University of Michigan Business School, University of Michigan, Ann Arbor, Michigan 48109;
- Björn Michaelis, *Affective Commitment to Change and Innovation Implementation Behavior* Institute of Psychology, Ruprecht-Karls-Heidelberg
- Bridges, W. (2009). *Managing Transitions, Making the Most of Change*. Da Capo Press: PA
- Burns, D., Hambleton, R. and Haggett, P. (1994) *The Politics of Decentralization*. London: Macmillan
- Burugu, N. J. (2010). *The County: Understanding Devolution and Governance in Kenya*. Lector Nairobi
- Coch, L. and J. R. P. French, Jr. (1998) "Overcoming Resistance to Change" *Human Relations* 512-532.
- Conner, D. R (2003) *Managing the Speed of Change, How Resilient Managers Succeed and Prosper Where Others Fail*, John Wiley & Sons
- Conway, E. & Monks, K. (2008). HR practices and commitment to change: An employee level analysis. *Human Resource Management Journal*, 18(1), 72-89.

- Corrigan, P. and Joyce, P. (1997) 'Reconstructing public management: a new responsibility for the public', *International Journal of Public Sector Management*, Vol. 10, No. 6, 417–32
- Cummings, T. G., & Worley, C. G.(2001). *Organization Development and Change*. Cincinnati, OH: South-Western College Publishing
- DiFonzo, N. and P. Bordia. (2008) "A tale of two corporations: managing uncertainty during organizational change." *Human Resource Management*. 37(3/4), 295-304.
- Gardner, D. G. (2002) "Employee Focus of Attention and Reaction to Organizational Change." *The Journal of Applied Behavioural Science*, 23(3), 351-370.
- Government of Kenya (2004), *E-Government Strategy: The Strategic Framework, Administrative Structure*
- Government of Kenya (2010). *The new Constitution of Kenya*. Government Printers:
- Herold, D.M., Fedor, D.B., Caldwell, S. & Liu, Y. (2008). The effects of change and transformational leadership on employees' commitment to change: A multilevel study. *Journal of Applied Psychology*, 93(2), 346-357.
- Holahan, P.J., Aronson, Z.H., Jurkat, M.P. and Schoorman, F.D. (2004) *Implementing computer Technology: Journal of Engineering and Technology Management*
- Holt, D.T., Armenakis, A.A., Feild, H.S. & Harris, S.G. (2007). Readiness for organizational change: The systemic development of a scale. *The Journal of Applied Behavioral Science*, 43(2), 232-241.

- Jeff P (2007) *The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It*, Free Press, New York, NY.
- Jones, G. R. (2004). *Organization Theory, Design, and Change*. New York: Addison-Wesley Publishing Company
- Kottler John (2004) "*Leading Change: Why Transformation Efforts Fail*", Harvard Business Review.
- Mulwa, and Wekhuyi (2010). *Devolution and Nation Building in Kenya*. Strathmore University: Kenya.
- Muturi, S. N. (2006) *Management of Change at Plan International Inc — Kenya*, Unpublished MBA Project, School of Business, University of Nairobi
- Mwenda, A. (2010). *Devolution in Kenya: Prospects, Challenges and Future*. Institute of Economic Affairs: Kenya
- Ongera, J. M. (2013). Determinants of change management implementation in parastatals in Kenya: A case of Kenya Revenue Authority. *International Journal of Social Sciences and Entrepreneurship* , 1 (3), 625-638.
- Oreg, S. & Berson, Y. (2011). Leadership and employees' reactions to change: The role of leaders' personal attributes and transformational leadership style. *Personnel Psychology*, 64, 627-659.
- Pearce J.A., Robinson R.B., (2003) *Management; Strategy Formulation, Implementation and Control*, Irwin, Homewood, Illinois, 8th edition.

- Pollit, C., Burchall, J. and Putnam, K. (1998). *Decentralizing Public Services Management*. Basingstoke: Macmillan
- Republic of Kenya (2011). *Final Report of the Task Force on Devolved Government – Volume I: A Report on the Implementation of Devolved Government in Kenya*. Republic of Kenya
- Rhodes, R.A.W. (1997) *Understanding Governance: Policy Networks, Governance, Reflexivity and Accountability*. Buckingham: Open University Press
- Schaffer, R.H. and Thompson, H.A. (1992) “Successful change programmes begin with results”, *Harvard Business Review*, Vol. 70 No. 1, pp. 80-9.
- Staeheli, L., Janet, E. K. and Collin, F. (1997). “*Introduction in State Devolution in America*”. Thousand Oaks: Ca.
- Thompson, A. A., Strickland, A. J. and Kramer, T. R. (1998) *Readings in Management*, 10th edition, Irwin Mcgraw-Hill
- Vakola, M. and Nikolaou, I. (2005) Attitudes towards organizational change: what is the role of employees’ stress and commitment?, *Employee Relations*, 27(2), pp. 160–174.
- Van de Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of Management Review*, 20, 510-540.
- Wahome M. (2014). *Performance contract as a tool for evaluation of strategic planning process: A survey of performance contracting in Laikipia county, Kenya*. University of Nairobi.

Walker, H.C Armenais, A.A & Berneth, J.B (200) *Factors Influencing Organizational Change*

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology, 50*, 361-386

World Bank (2012). *Devolution without Disruption: Pathways to a successful New Kenya*. WB Karl E. Weick And Robert E. Quinn Organizational Change And Development

Wright, B.E. & Pandey, S.K. (2009). *Transformational leadership in the public sector: Does structure matter? Journal of Public Administration Research*

Zaccaro, S.J. (2001). *The nature of executive leadership: A conceptual and empirical analysis of success*. Washington, DC: American Psychologist Association.