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THE EFFECT OF CHANGE IN MANAGEMENT STRATEGIES ON ORGANIZATION PERFORMANCE FOR PUBLIC INSTITUTIONS IN KENYA: A CASE STUDY FOR DIRECTORATE OF HOUSING

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Abstract: **Environmental turbulence in the 21st century has brought about intense dynamism in business worldwide that makes it critical for organizations to provide for adjustment for any consequence. Strategic change may involve fulfilling the changing wants of the marketplace, reducing risk, being more environmentally sensitive, improving the quality, raising consumer satisfaction, and staff retention. This study aim was to assess effects of organizational vision on performance by Public institutions Kenya, establish the effects of employee empowerment on organization performance by Public institutions in Kenya, to determine the effect of strategy execution on organization performance by Public institutions of Kenya and establish the effect of Employment reward on organizational performance of Public institutions in Kenya. Data has been collected using questionnaires administered to Principal Secretaries, Managers in departments of Physical Planning, Survey and of Land managers. The target population for the study was 100 Managers who were chosen. Due to few numbers of Managers the study carried census inquiry. Secondary data was collected from relevant documents and reports from Ministry of Land, Housing and Urban Development. Quantitative and qualitative data was analyzed using inferential statistics, mean, standard deviation and content analysis respectively using Statistical Package for Social Sciences (SPSS Version 24.0). Multiple regression analysis was used to establish relations between the independent and dependent variables. Presentation of the data was done through tables, percentages and graphs. The study found that organizational vision, employee empowerment, strategy execution and employment reward strategies affect the organizational performance by public institutions of Kenya positively. The study concluded that organizational vision strategy had the greatest effect on performance of public institutions of Kenya followed by execution strategy then employee empowerment strategy while employment reward strategy had the least effect on the performance of public institutions of Kenya. This study recommends that public organizations should devise measures on how employment rewards increased work effort by employees. The study recommends organizations to offer employees opportunities and responsibilities. It also recommends that the employees in the organization should be encouraged to belief in their work and that government owned entities should invest more in long-term incentives such as paid leave, and paid vacations as a way of motivating employees to good performance.**

Keywords: **Change Management Strategies, Employee Empowerment, Employment reward, Organizational Performance, Organizational Vision, Strategy Execution.**

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1. INTRODUCTION

Background of the Study:

Environmental turbulence in the 21st century has brought about intense dynamism in businesses worldwide that makes it critical for organizations to provide for adjustment for any consequence. Strategic change may involve fulfilling the changing wants of the marketplace, reducing risk, being more environmentally sensitive, improving the quality, raising consumer satisfaction, and staff retention (East, 2011). Organizational change begins with an orderly analysis of the existing condition to know the call for a transformation and the ability to change (Markiewicz, 2011). The goals, data, and procedure of change must be stated as part of a Change Management map. As an evident path on transformation projects, the organizational change management supports groups‟ prospects, passes information, incorporates teams and leads folks training. It utilizes performance measures, like the financial outcomes, operational competence, leadership obligation, communication success, and the perceived urge for change to design suitable procedures, to solve troubled change projects (Thenmozhi, 2015). Globally, affective commitment to change was examined by Cummings and Worley (2014) who note that public organizations will often need change in design, governance and the delivery of public service as noted by Ziemba and Oblak (2015). According to Paton and McCalman (2010), about one-half to two-thirds of all major corporate change effort will fail due to resistance by members of staff. Among the challenges which face organizations is managing institutional and individual power relationships Diefenbach (2016).

Change in the Kenyan public sector is driven by technology innovations and change of Government policies due to a new Constitution. Competition from organizations offering housing services has also immensely contributed to change. Several studies have been undertaken on strategic change management in Kenya

Specific Objectives:

The study was guided by the following specific objectives.

i. Assess effects of Organizational Vision on organizational performance by Public institutions.

ii. Establish effects of employee empowerment on organization performance by Public institutions.

iii. Determine effects of strategy execution on organization performance of Public institutions.

iv. Establish effect of employment reward on organization performance by Public institutions.

2. METHODOLOGY

Research Design:

Stephen (2013) depicts extent of a design of research so as to guarantee that the confirmation acquired encourages the analyst to viably investigate the exploration issue sensibly and as unambiguously as ever. The study was completed as a contextual investigation whose intention is to gather top to bottom data on the impact of vital change management procedures on strategy execution by the Housing Directorate. A case study provides a priceless and focused insight into phenomena that may be vaguely understood or comprehended. Yin (2013) defined a case study as a rotund study of any single unit with the intention to generalize across larger sets of units. Case research study design strives to define a subject often by creating a profile of a group of problems, people or events. It achieves this by both collecting and tabulating data (Schindler, 2013). This is a technique of research used to show relations amongst variables influencing current behavior or status of the subject unit of study.

The Target Population:

This is a population from where data is collected (Mugenda & Mugenda, 2013). Our respondents of interest in the study were management employees of the Directorate of Housing. Currently, there are 100 Managers working at different levels of management in Directorate of Housing in the Ministry of Lands, Housing and Urban Development (MLHUD, 2015). Due to the fewer number of managers in the department’s census inquiry was used.

Table 1: Target population

Category	Population
Principal Secretaries	3
Department of Physical Planning	17
Department of Survey	14
Department of Lands	66
Total	**100**

The Instruments of Data Collection:

According to Sekaran (2013) a data collection instrument is the means by which information is gotten from the subject. This study collected both primary and secondary data. Primary data was collected by means of questionnaires to be given to principal Secretaries and staff in departments of Physical Planning, Survey and Lands (Babbie,2009). The structured questions were used so as to limit respondents to give only those required variables by the researcher (Kothari, 2014).

The questions were developed using the Likert scale in which respondents provided responses using a 5-point scale with 1 being for; strongly disagree to 5 being for; strongly agree. The main reason for using a 5-point scale is to show the intensity of either agreement or disagreement to the statements provided (Kagaari*et al*., 2010). Secondary data was gathered from existing credible and recognized sources. The secondary data is obtained from journals, universities, government documents in public domain and other relevant internet sources.

Data Collection Procedure:

The data collection procedure for the study begun by obtaining a letter from the University and introducing it to the management of Directorate of Housing to permit the researcher to carry out study in the institution. Research assistants were used to assist in data collection. They were briefed on the ethical issues, process and procedures for administering and recording data prior to embarking on the research, Kothari (2010). Respondents were the principal Secretaries and staff from the departments of Physical Planning, Survey and Land. The questionnaire is divided into sections; A, covering the demographic variables and B, the covering study variables.

Secondary data is data obtained from the documents held in the Ministry of Land, Housing and Urban Development. Both previous surveys and scholarly researches on change management initiatives of the Directorate of Housing also provided a reliable source of data that enhanced the stature and credibility of the study. These sources were reviewed to give insights on selection of variables.

Pilot Study:

This testing is a small sample study which is done so as to evaluate the factors of feasibility, time and cost on the entire population and thus help to improve upon research design (Teijlingen, Rennie & Hundley, 2011). The pilot study in this case was undertaken on at least 5 respondents. Information gathered during pretesting is used to revise research instruments.

Validity of the Instrument:

Mugenda and Mugenda (2013) Observation of recent studies in the area of study and the results obtained from these studies was made to help ascertain the concurrent validity of the research instrument. An opinion was sought from the research supervisors. The instrument in this case was scrutinized in order to find out if it had addressed all possible areas and intend, ensure it was complete and for accuracy and appropriateness. (Saunders *et al*., 2009) say that face validity is ascertained by seeking the opinion of experienced people like supervisors.

The Reliability of Instrument:

Reliability is the consistency, stability and dependability of a study test (Zhang, 2013) and (Wanyoike 2013). The Minimum recommended standard value of alpha is 0.7 as per Malhotra (2014). This study has adopted an alpha coefficient of 0.7 or higher.

Data Analysis and Presentation:

Data is analyzed by use of descriptive statistics such as means, frequencies, modes and standard deviations. Findings were presented using graphs and tables. The qualitative analysis helped the researcher in giving recommendation in line with the conclusions drawn for the whole population under study (Mugenda & Mugenda, 2013).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: -

Y= Organizational performance of Public institutions of Kenya.

β_0=constant

$\beta_1, \beta_2, \beta_3$ andβ_4 = regression coefficients

X_1= Vision

X_2= Empowerment

X_3= Execution

X_4= Reward

ε=Error Term

Reliability Analysis:

This was done by use Cronbach's Alpha. It is a measure of internal consistency. Malhotra (2015) establishes the Alpha value threshold at 0.7.

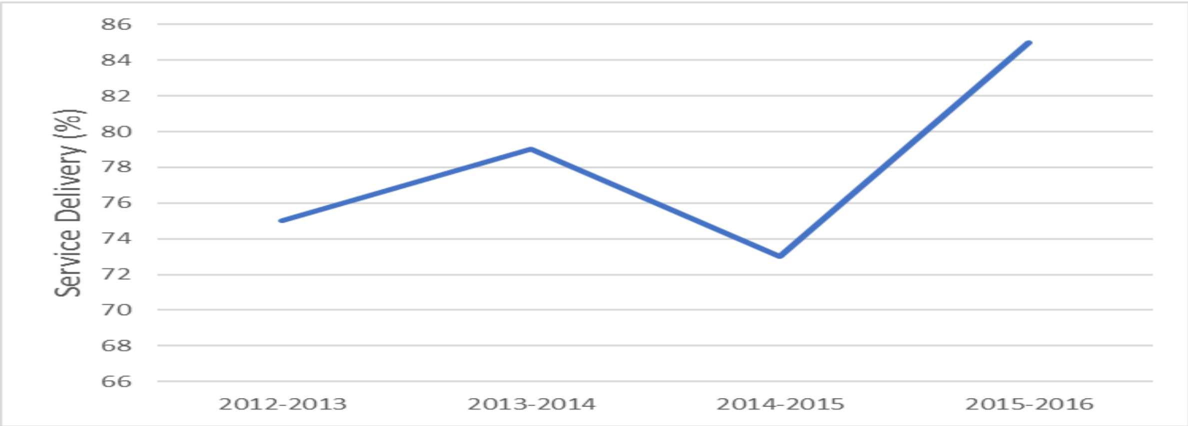
Table 1: Reliability Analysis

	Alpha value	No of items	Comments
Organizational vision	0.768	6	Reliable
Employee Empowerment	0.886	5	Reliable
Strategy execution	0.702	6	Reliable
Employment reward	0.773	5	Reliable

Organization vision had a coefficient of 0.768, employee empowerment had a coefficient of 0.886, strategy execution had coefficient of 0.702 and employment reward had coefficient of 0.773.

Organizational Performance:

Further the researcher sought the trend of various aspects of organizational performance by asking the respondents the values of the aspects over the last 4 years. The figure below presents the findings.



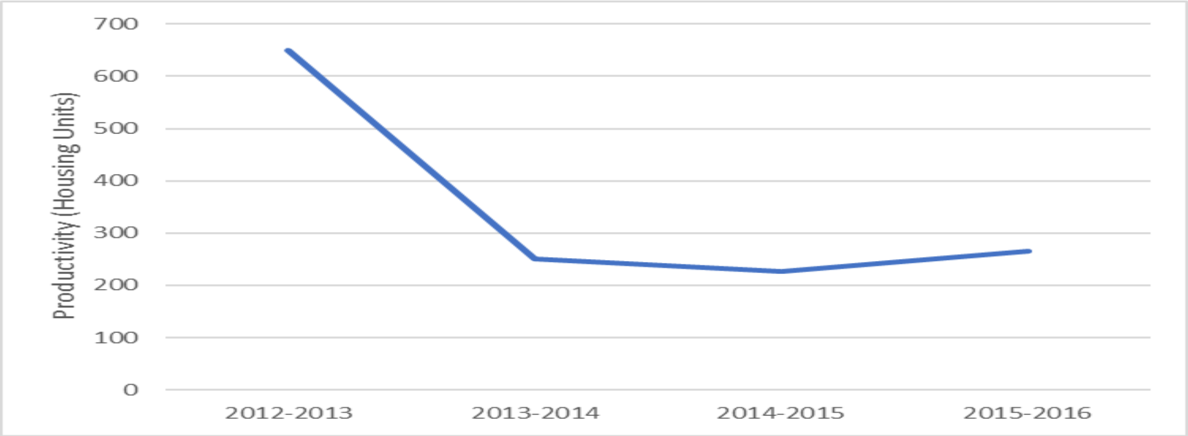


Figure 1: Trend of Organizational Performance Aspects

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From these findings, respondents did indicate productivity to have been high between 2012 and 2013 (656) but has been decreasing until it slightly increased in between 2015 and 2016. Further the respondents indicated that service delivery has been good in the 4 years considered in this study. This agrees with Waiganjo, Mukulu and Kahiri (2012) who noted organizational performance to be conceptualized based on financial rules, but some writers have agitated for a diverse performance put up, which incorporate the feature of non-financial channels like, effectiveness, efficiency, superiority, and the company picture.

Inferential Statistics:

The researcher conducted both Pearson correlation analysis and the regression analysis. Regression analysis establishes the relationship between the dependent and independent variables while correlation is conducted in order to assess the degrees of association between variables. The results were as shown in the subsections that follow.

The Test for Multi-co linearity:

This study utilizes co-linearity Statistics. The results for multi-co linearity test were presented in Table 3.

Table 3: Collinearity Statistics

Model		**Collinearity Statistics**	
		Tolerance	**VIF**
1	Organizational vision	.127	7.875
	Empowerment	.166	6.008
	Execution	.103	9.749
	Reward	.138	7.226

Based on the coefficients output, organizational vision had a VIF value of 7.875, empowerment had a VIF value of 6.008, strategy execution had a VIF value of 9.749 and rewardhad a VIF value of 7.226. The VIF value for all the variables is less than 10 implying that there were no Multi-co linearity symptoms.

The Pearson Moment Correlation Results:

This is conducted so as to assess degrees of association between the variables. A Pearson moment correlation is any number between -1 and +1. A positive value will imply positive association while a negative value will imply negative/ inverse association. Table 4 shows results for the Pearson moment correlation.

Table 4: Correlation Coefficients

		Organizational Performance	**Organizational vision Strategy**	**Empowerment Strategy**	**Strategy Execution**	**Reward Strategy**
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Organizational vision Strategy	Pearson Correlation	.921	1			
	Sig. (2-tailed)	.020	.			
Empowerment Strategy	Pearson Correlation	.664	.223	1		
	Sig. (2-tailed)	.027	.006	.		
Strategy Execution	Pearson Correlation	.718	.243	.497	1	
	Sig. (2-tailed)	.025	.002	.000	.	
Reward Strategy	Pearson Correlation	.629	.333	.420	.531	1
	Sig. (2-tailed)	.017	.000	.000	.000	.

The analysis of correlation results between organizational performance and organizational vision strategy shows a positive coefficient of 0.921, with a p-value of 0.020. The result is thus significant at α =5% and that if organizational vision strategy increases it will have positive impact on organizational performance. Correlation results between empowerment strategy and organizational performance also indicates the same type of result where the correlation coefficient is 0.664 and a p-value of 0.027 which significant at α = 5%.

The results also show a positive association between execution strategy and organizational performance where correlation coefficient is 0.718, with a p-value of 0.025. Further, the result shows a positive association between reward strategy and organizational performance where the correlation coefficient is 0.629, with a p-value of 0.017. Nevertheless, the positive relationship indicates that when the practice of the afore-mentioned factors is in place the levels of organizational performance increases. Overall, organizational vision strategy had a great effect on performance by public institutions in Kenya followed by execution strategy then empowerment strategy while reward strategy had the least effect on the performance by public institutions in Kenya. This is in line with Gurol and Capan (2010).

Regression Analysis:

This was done to determine the relation between vision, empowerment, execution and reward as the independent variables against the dependent variable performance of public institutions of Kenya. Results were as shown below;

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	0.716	0.702	1.674

These study results, Table 5 is a model fit which establish how fit the model equation fits the data. The adjusted R^2 was used to establish the predictive power of the study model and it was found to be 0.702 implying that 70.2% of the variations in performance of public institutions of Kenya are explained by changes in vision, empowerment, strategy execution and reward.

Table 6: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sign.
	Regression	608.032	4	152.008	52.339	.000
1	Residual	241.056	83	2.904		
	Total	**849.088**	**87**			

The probability value of 0.000 does indicate that the regression relationship was highly significant in predicting how the vision, empowerment, strategy execution and reward affected performance of public institutions in Kenya. F calculated at 5 per cent level of significance is52.339 which is greater than the F-critical (value = 2.531) and p-value was less than 0.05, thus the overall model is significant.

Table 7: Regression Coefficient

	Un standardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.864	0.112		7.714	.000
Vision	0.895	0.393	0.921	2.277	.028
Empowerment	0.617	0.244	0.664	2.529	.015
Execution	0.675	0.239	0.718	2.824	.007
Reward	0.579	0.178	0.629	3.253	.002

The regression equation obtained from this outcome was: -

$$\mathbf{Y = 0.864+0.895X_1 + 0.617X_2 +0.675X_3 + 0.579X_4+ 1.674}$$

As per the study results, it was revealed that if all independent variables were held constant at zero, then the performance of public institutions of Kenya will be 0.864. From the findings the study revealed that any unit increase in organizational vision would lead to 0.895increase in the performance of public institutions of Kenya. The variable was significant since p=0.028 is less than 0.05.This agrees with Collins and Porras (2012) who argues that content of the organizational vision must be sensible and clearly understood by organizational members; content without clarity is ineffective. The study further revealed that a unit change in empowerment would lead to 0.617 units change in performance of public institutions of Kenya. The variable was significant since p-value=0.015<0.05. This is in line with Gurol and Capan (2010).

Moreover, the study showed that if all other variables are held constant, a unit change in the score of strategy execution would lead to a 0.675 change in performance of public institutions of Kenya. This variable was significant since p=0.007 was less than 0.05. These findings correlate with Buchanan *et al*. (2014) who notes that institutionalization encompasses the actions surrounding keeping changes that are effective in place after sustainability.

Finally, the study revealed that a unit change in reward would change the performance of public institutions of Kenya by 0.579. This variable was significant since p-value=0.002 was less than 0.000.This is in line with Amodt (2015).Overall, organizational vision strategy had the greatest effect on performance by public institutions in Kenya followed by execution strategy then empowerment strategy while reward strategy had the least effect on the performance of public institutions of Kenya. All variables were significant since p-values were less than 0.05.

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