

Management Practices and Implementation of Strategic Change in Selected Government Ministries in Kenya

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ABSTRACT

Strategic change management entails thoughtful planning, sensitive implementation and above all consultation with, and involvement of the people affected by the change. The purpose of this study was to assess the management practices and implementation of strategic change at selected Government Ministries in Kenya. This study was guided by the following specific objectives; to determine the extent to which organizational structure influences strategic change implementation; to examine the relationship between employee empowerment and strategic change implementation; to ascertain the influence of top management commitment on strategic change implementation and to find out how organization communication affect strategic change implementation at selected Kenyan Government Ministries. This study adopted a descriptive and explanatory research design and the population of the study was 340 top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This researcher employed census survey, which means all the 340-top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning were the respondents for the study. Primary data was collected using a questionnaire while secondary data was obtained from relevant publications and literature review from libraries. Data was tabulated and analyzed for using SPSS version 21 software. A higher Cronbach Alpha of 0.938 was achieved compared to the 0.7 which the study benchmarked against. Data was presented using tables, and pie charts to make them reader friendly. Inferential statistics were also used to develop a straight-line predictor model. The study revealed that; to enhance strategic change implementation success, organizations must select the right people for key positions. Additionally, the current organizational structure in the ministries enhanced institutional effectiveness. Further the study indicated that there is need for training of staff across the board on the changes to be made and the implementation process. The study concluded that some of the departments in the three Ministries had a good organizational structure which enabled and facilitated strategy implementation. This in turn improved efficiency of communication from the top to lower level staff. The major conclusion from the research findings is that there is need for empowering the supervisory staff to ensure that the lower staff members are on board with the strategy as well as to retain the staff. It is recommended that the ministries should continue to streamline the organization structure and design as per function so that the strategic change can effectively be implemented. The lower and supervisory levels need to be sufficiently empowered so that they can assist to cascade the strategy downwards. There should be rewarding of the staff based on their contribution towards the implementation of strategies. The ministries and their departments should put in place measures for tracking down staff progress, facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the organisation objectives. Managers should provide a clear vision that governs change in the organization. Leadership should be

committed to effectively make change in public sector. This involves use of effective and open communication and capacity building: training of statistics in order to build consensus to support management.

Key Words: *Management Practices, Implementation of Strategic Change, Government Ministries in Kenya*

1. INTRODUCTION

In an ever-changing global economy, Scholes (2013) notes that organizations must develop new competences to help them continue operating in the face of dwindling competences and other old advantages due to environmental changes. Changes are inevitable in both the private and public sectors. Thus all organizations must change with the environment lest they become irrelevant. Barney and Lawton, (2011) observed that changes in service organizations, 'arise out of the need for efficiency, economy, effectiveness, performance evaluation ethics and market concerns'. Change is therefore a continuous occurrence in the existence of corporations particularly due to increasing demand for services and anticipations of quality of those services. Great strategies are worth nothing if they cannot be implemented (Okumus & Roper, 2013). It may be better to implement a second-class strategy well than to ruin a first-class strategy by ineffectual implementation. Less than half of all formulated strategies get implemented (Hambrick & Canella, 2014). Every failure of implementation is a failure of formulation. The utility of any tool lies in its effective usage and so is the case with strategy. Strategy is the instrument through which a firm attempt to exploit opportunities available in the business environment. The performance of a firm is a function of how effective it is in converting a plan into action and executing it. Thus, implementation is the key to performance, given an appropriate strategy.

In Norway, a survey of management consultants summarized that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Cole, 2011). Beer and Nohria (2013) have also shown that currently, many change projects and development programs produce unsatisfactory results in many of the European Countries Public Sector. A 2011 study by Harvard Business Review further found that 66% of change initiatives fail to achieve their desired business outcomes in the Post-Soviet States. In Dubai as revealed by Abdul (2012) the main factors that had prompted strategic change in the Dubai public sector included: economic recession and the government's reform programs. Dubai was one of the cities that was impacted heavily by the economic recession of 2008; this, to a large extent, affecting the social demographics of the city since many expatriates left for their home countries, which resulted in a sudden reduction in the demand for public services. The sudden change in population size and lack of financial resources needed to finish projects already underway, required extensive strategic planning initiatives to respond to change. In relation to government reform programs, the Dubai government through its Executive Office has issued a number of requirements to the public sector organisations to enhance their strategic planning practices and to comply with some frameworks, such as the Dubai Government Excellence Program Framework.

In Rwanda, Kamugisha (2013) revealed that strategic change implementation in many organisation facing a myriad of challenges. Some of them included barriers between departments, not enough support from senior management, resistance of middle management to change, focus too much on technological aspects and too less on people, scope of change not well defined, project is oversized, resistance of users to change, not enough resources available, budget needed higher than expected, organization and procedures not adapted to the new

situation, no transparent goals/objectives, time for implementation needed longer than expected and goals too aggressive. The Kenya Government since 1980's embraced strategic changes influencing Public Sector service delivery as anchored in Sessional Paper No.1 of 1986 (GOK, 1986) and those spearheaded by Breton Wood focused on cost containment and efficiency of service delivery (World Bank, 2013). Some of changes by the government included restructuring, public service reforms, retrenchment and performance contracting. The change has been partly successful in selected parastatals and, judiciary though little evidence in public sector (Martin, 2013). The success rate for most Organizational strategic change implementation programmes launched within organizations is poor with failure rate at around 70% (Baloguna & Hailey, 2013). The Government of Kenya Sessional Paper (2014) on the reforms and operational efficiency of the Ministries established that low adoption of strategic management practices among ministries in Kenya has led to failure to realize effective change implementation. Change implementation among ministries in Kenya has remained a challenge due to inappropriate strategic management practices adopted. Inability of them to adopt strategic management practices, internal and external forces are some of the aspects that has contributed to lack of change implementation (GoK, 2014). Despite the effort to introduce change among ministries in Kenya, internal and external challenges like; structure, resource commitment, management support, communication, employee skills and leadership styles are experienced (Machuki, 2012).

2. STATEMENT OF THE PROBLEM

There are several challenges which act to constrain strategic change implementation in the public service. Lack of strength in organizational leadership or managerial style to overcome crises in the business and organizational systems is one of these challenges (De Wit & Meyer, 2010). Additionally, not allocating resources (including rewards) or core competencies effectively usually leads organizations to face hurdles during strategic change implementation initiatives (Burke, 2011; Sugarman, 2012). Studies conducted on African firms revealed that many organizations created strategic plans but rarely implemented them as scheduled (Aosa, 2012). Kenyan government departments have very good strategic plans rotting in the cabinets which if well implemented, would help resolve many of the problems the county is facing such as perennial famine and water shortage and labour unrests. However, few studies have been done locally studies on strategic change among them: Ruth (2013), who studied challenges of strategy implementation at Mazars Kenya. Her study revealed that industry forces particularly competition and changes in economic conditions greatly influence strategy implementation in Mazars Kenya. Similarly, Teresa (2013) researched on strategic plan implementation in non-governmental organizations in Kenya. The outcomes illustrate that when operational strategies are aligned with resources, it is possible to enhance operational effectiveness. A study by Ochieng (2011), found that resource allocation was the dominant among factors considered imperative for successful implementation of information systems in commercial banks. Notwithstanding these studies and more on strategic change implementation (Ruth, 2013; Teresa, 2013 Ochieng, 2011; Oanda, 2013) very few studies that have been done on management practices and implementation of strategic change of selected Government Ministries in Kenya. Additionally, little efforts have been made to address the challenges experienced in the implementation of strategies in National Government Ministries in Kenya. This study thus sought to add more knowledge in this research area.

3. OBJECTIVES OF THE STUDY

The study sought to assess management practices and implementation of strategic change at selected Government Ministries in Kenya.

The study was guided by the following specific objectives;

- i. To determine the extent to which organizational structure influences strategic change implementation at selected Kenyan Government Ministries
- ii. To examine the effects of employee empowerment on strategic change implementation at selected Kenyan Government Ministries
- iii. To ascertain the influence of top management commitment on strategic change implementation at selected Kenyan Government Ministries
- iv. To find out how organization communication affects strategic change implementation at selected Kenyan Government Ministries

4. THEORETICAL FRAMEWORK

This study was guided by four theories; these include ADKAR, a goal-oriented change management model, institutional theory and the communication theory.

4.1 Institutional Theory

Institutional theory focuses on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behaviour (Scott, 2014). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Powell and DiMaggio (2011) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Instead, it seeks cognitive and cultural explanations of social and organizational phenomena by considering the properties of supra-individual units of analysis that cannot be reduced to aggregations or direct consequences of individuals' attributes or motives. Scott (2014) indicates that, in order to survive, organisations must conform to the rules and belief systems prevailing in the environment. Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Institutional theory states that organizations exist in an institutional environment which defines and delimits its social reality (Scott, 2014). In the current study, institutional theory is applicable given that the Ministry of water and irrigation is an organization. It is the organization within which strategic change implementation is taking place and the organization has structures, rules, norms and routines. The institutional theory therefore points out the need to focus on the institutional factors that could influence strategic change implementation. This theory is in support of the first variable which the organization structure.

4.2 ADKAR Model

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. According to Hiatt (2013) the ADKAR change model was introduced by Prosci in 1998. Prosci is a globally acclaimed leader in rendering services such as process design and change management research. The organization is also well known for provision of change management and reengineering toolkits and benchmarking information. Prosci's research shows that problems with the people dimension of change are the most commonly cited reason for project failures. He adds that ADKAR is a goal-oriented change

management model that allows change management teams to focus their activities certain business results. The model was initially used for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. By identifying the required outcomes of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of their work. The goals defined by ADKAR are sequential and cumulative. An individual must get each aspect in sequence in order for a change to be implemented and sustained. The model can be applied to identify gaps in the change management process and to provide effective coaching for your employees. The ADKAR model can be applied in diagnosis of employee resistance to change, help employees transition through the change process, create an acclaimed action plan for personal and professional advancement during change; and formulate a change management plan for staffers (Hiatt, 2013). The ADKAR model can help in pointing out reasons for failure of change and assist the managers to take the required steps to make the change a success as they are able to breakdown the change into steps, figure out the reasons for failure of change and provide the remedial measures necessary. Change happens on two dimensions: the business dimension and people dimension. Successful change happens when both dimensions of change occur simultaneously. The business dimension of change encompasses: identification of business needs; project scope and objectives determination; business solution through new processes and systems; development of new systems; and implementation of the solutions. Effective management of the people dimension of change requires managing five key goals that are the basis of the ADKAR model: Awareness of the need to change; Desire to participate and support the change; Knowledge of how to change (and what the change looks like); Ability to implement the change on a day-to-day basis; and Reinforcement to keep the change in place (Hiatt, 2013). This theory reinforces the second variable which is employee empowerment.

4.3 The eight Change Approaches

Kotter (1995) argues that change occurs in eight stages. The stages are: creating a sense of urgency by helping the team see the need for change and how critical it is to act with speed; pulling together the guiding team by ensuring you have an influential team spearheading the process; formulation of a new vision and making it clear how the future will be better; Phases of change for employees empowering by elimination of impediments for those willing to embrace change; creation of visible short term successes; pressing harder and faster after the first successes; and creation of a new culture by reinforcing the new way of doing things. This theory reinforces the third variable which is top management commitment.

4.4 Communications Theory

Wolfgang (2011) pointed out that communication is possible only upon a common language between sender and receiver. Marianne, Elaine and Zellei (2011) explain Communication Theory as a field which expanded the conversation regarding disciplinary identity in the field of communication. Theory of communication proposes a vision for communication that engages in dialogue on the practice of communication. In this deliberative process theorists would engage in dialog about the "practical implications of communication theories. Leonarda and Susana (2011) explain communication theory as an outline on how each one of the elements of communication processes would engage the others in dialogue. The main elements of communication according to communication theory are seven. First, is the source which Shannon calls the information source, which produces a message or sequence of messages to be communicated to the receiving terminal. Second, is the sender or transmitter, which operates on the message in some way to

produce a signal suitable for transmission over the channel. Third, is the channel that is merely the medium used to transmit the signal from transmitter to receiver. Fourth, is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the message from the signal. Fifth is the destination that is "the person (or thing) for whom the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated. This theory reinforces the fourth variable which is organisation communication.

5. CONCEPTUAL FRAMEWORK

The conceptual framework model shows how the independent variables affect the dependent variable which is strategic change implementation as shown in figure 2.1.

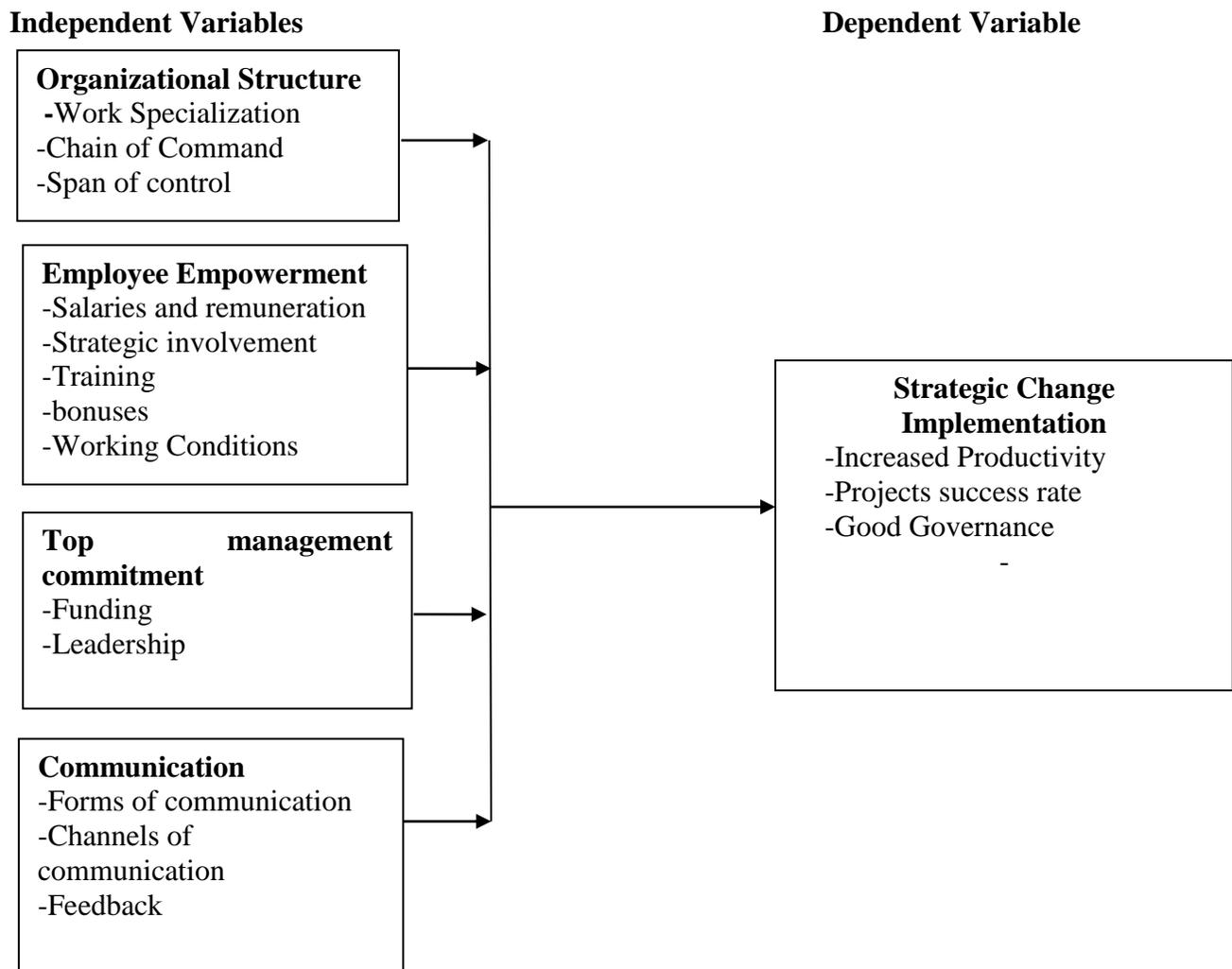


Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

The research design adopted for this study was a descriptive research and explanatory design because it allowed the researcher to study phenomena and not to allow for manipulation of variables as noted by Kombo & Tromp (2012). Borrowing from Mugenda and Mugenda (2012)

descriptive research is a self-report study which requires the collection of quantifiable information from the top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This study therefore was able to generalize the findings to all other Ministries in Kenya. The population of the study was the 340 top and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning. This researcher employed census survey, which means all the 340-top level and middle level employees at the Ministry of Water and Irrigation, Ministry of Agriculture and Ministry of Devolution and Planning were the respondents for the study. This survey was appropriate because the total population was small and easily accessible. One of the greatest advantages of a census survey is that all employees had the same opportunity to participate. A census survey tends to enhance feelings of security surrounding the accuracy of the results. Finally, census survey is easier to administer because it includes all persons. Data was tabulated and analysed for purpose of clarity, using SPSS Version 21 software. Descriptive statistical tools were used to analyse quantitative data whereby computers software's were used to generate tabulations, percentages, and measures of central tendency. Tables, bar graphs and pie charts were used to present responses and facilitate comparison. Qualitative data was analysed using narrative statements based on the relevant thematic areas and the findings given in prose form.

Inferential statistics was used to develop a straight-line predictor model. The variables in the study were classified into dependent and independent variables. The dependent variable was implementation of strategic change by government ministries The relationship between the variables is stated using a mathematical function.

$$Y = f(X_1, X_2, X_3, X_4)$$

Where Y is the dependent variable and X₁, X₂, X₃ and X₄ are the independent variables

Implementation of implementation of strategic change by government ministries is represented by Y.

7. RESEARCH FINDINGS

The respondents were asked to indicate the extent of effectiveness in implementation of the following changes in their organization: A scale whereby 1 was very low, 2 was low, 3 was moderate, 4 was high and 5 was very high. Result findings were as presented in the table 1.

Table 1: Extent of Effectiveness in Implementation of Changes in the Organization

| Statement | Very High | High | Moderate | Low | Very low | Mean | S.D |
|--------------------------------|-----------|------|----------|-----|----------|-------|-------|
| Policy Changes | 21 | 43 | 231 | 22 | 20 | 2.932 | 0.827 |
| System Changes | 9 | 37 | 219 | 33 | 39 | 3.166 | 0.764 |
| Leadership Changes | 11 | 42 | 249 | 12 | 23 | 2.982 | 0.913 |
| Process Changes | 9 | 56 | 200 | 22 | 50 | 3.142 | 0.694 |
| Structure Changes | 0 | 68 | 198 | 40 | 31 | 3.101 | 0.668 |
| Change in Nature of Operations | 18 | 44 | 173 | 57 | 45 | 3.199 | 0.570 |

As was shown in the table, majority of the respondents agreed that to a moderate extent; that effectiveness of change in nature of operations is moderate as was shown by a mean of 3.199 and a standard deviation of 0.570. Also, that effectiveness in implementation of system changes is moderate this was shown by a mean of 3.166 and a standard deviation of 0.764. Further the study indicated that structure changes were moderate as was indicated by a mean of 3.101 and a standard deviation of 0.668, also that leadership changes were moderate. This was shown by a mean of 2.982 and a standard deviation of 0.913, also that policy changes were moderate this was shown by a mean of 2.932 and a standard deviation of 0.827.

The study findings agree with those of Aosa (2012) he asserted that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources.

Table 2: Correlations

| | | Strategic change implementation | Organization structure | Employee empowerment | Top management commitment | Communication |
|---------------------------------|-------------------------|---------------------------------|------------------------|----------------------|---------------------------|---------------|
| Strategic change implementation | Correlation Coefficient | 1.000 | .653 | .633 | .602 | .648 |
| | Sig. (1-tailed) | . | .476 | .439 | .335 | .958 |
| | N | 337 | 337 | 337 | 337 | 337 |
| Organization structure | Correlation Coefficient | .653 | 1.000 | .142 | .037 | .001 |
| | Sig. (1-tailed) | .000 | . | .000 | .003 | .002 |
| | N | 337 | 337 | 337 | 337 | 337 |
| Employee empowerment | Correlation Coefficient | .633 | .142 | 1.000 | .046 | .008 |
| | Sig. (1-tailed) | .002 | .001 | . | .000 | .000 |
| | N | 337 | 337 | 337 | 337 | 337 |
| Top management commitment | Correlation Coefficient | .602 | .037 | .046 | 1.000 | .124 |
| | Sig. (1-tailed) | .002 | .000 | .001 | . | .002 |
| | N | 337 | 337 | 337 | 337 | 337 |
| Communication | Correlation Coefficient | .648 | .001 | .008 | .124 | 1.000 |
| | Sig. (1-tailed) | .000 | .001 | .003 | .000 | . |
| | N | 337 | 337 | 337 | 337 | 337 |

On the correlation of the study variable, a Pearson moment correlation was conducted. From the finding in the table above, the study found that there was strong positive correlation coefficient between strategic change implementation and organizational structure as shown by correlation factor of 0.653. This relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study found strong positive correlation between strategic change implementation and employee empowerment, as shown by correlation coefficient of 0.633, the significant value was 0.002 which is less than 0.05. The also study found strong positive correlation between strategic change implementation and top management commitment as shown by correlation coefficient of 0.602, this too was also found to be significant at 0.002. Finally, the study found strong positive correlation between strategic change implementation and

communication as shown by correlation coefficient of 0.648 at 0.000 levels of confidence. The findings concur with Curswoth, (2013) who found out that there is strong negative correlation between strategy implementation and communication in the private sector.

In this review, investigation was directed to test the impact among indicator factors. The examination utilized (SPSS V 21.0) to code, enter and process the estimations of the study.

The model summary was presented in the table 3.

Table 3: Model Summary

The study used coefficient of determination to evaluate the model fit.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .818 ^a | .669 | .652 | .37290 |

The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R²) of 0.652 and which implied that 65.2% of the variations in strategic change implementation are explained by the independent variables under study (organizational structure, employee empowerment, top management commitment and communication).

The study further tested the significance of the model by use of Analysis of Variance (ANOVA) technique. The findings are tabulated in table 4.

Table 4: Summary of One-Way ANOVA results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|------------|-------------|-------|-------------------|
| Regression | 0.392 | 4 | 0.098 | 4.083 | .001 ^b |
| Residual | 7.968 | 332 | 0.024 | | |
| 1 Total | 8.36 | 336 | | | |

Critical value =2.50

From the ANOVA statics, the review set up the relapse demonstrate had a significance level of 0.1% which means that the information was perfect for making a conclusion on the populace parameters as the estimation of noteworthiness (p-value) was under 5%. The calculated value was greater than the critical value (4.083 > 2.50), an indication that organizational structure, employee empowerment, top management commitment and communication had a significant effect on strategic change implementation. The significance value was less than 0.05 indicating that the model was significant.

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table 5.

Table 5: Coefficients

| Model | Unstandardized | Standardized | t | Sig. |
|-------|----------------|--------------|---|------|
|-------|----------------|--------------|---|------|

| | Coefficients | | Coefficients | |
|---------------------------|--------------|------------|--------------|-------------|
| | B | Std. Error | Beta | |
| (Constant) | 0.176 | 0.317 | 0.555 | 0.592 |
| Organizational Structure | 0.417 | 0.096 | 0.397 | 4.344 0 |
| Employee Empowerment | 0.596 | 0.143 | 0.67 | 4.168 0.001 |
| Top Management Commitment | 0.569 | 0.118 | 0.394 | 4.822 0 |
| 1 Communication | 0.492 | 0.122 | 0.413 | 4.033 0.003 |

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes:

$$Y = 0.176 + 0.417X_1 + 0.596X_2 + 0.569X_3 + 0.492X_4$$

From the regression model obtained above, a unit increase in organizational structure would lead to an increase in strategic change implementation by a factor of 0.417; a unit change in employee empowerment would increase strategic change implementation by a factor of 0.596, a unit increase in top management commitment would lead to an increase in strategic change implementation by a factor of 0.569 and a unit change in communication would lead to an increase in strategic change implementation by a factor of 0.492 and vice versa. The analysis was undertaken at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha=0.05$. If the probability value was less than α , then the predictor variable was significant otherwise it wasn't. All the predictor variables were significant in the model as their probability values were less than $\alpha=0.05$.

8. CONCLUSION

Regarding the extent to which organizational structure influences strategic change implementation at selected Kenyan Government ministries, the study concludes that some of the departments in the three ministries have good organizational structures which enable and facilitates facilitate strategy implementation. This in turn enables the efficiency of communication from the top to lower level staff. As the tasks and activities are broken down to the staff and deadlines and targets are provided which assists to provide guidance to the staff and areas of lapses are easily managed. With respect to the relationship between employee empowerment and strategic change implementation, the major conclusion from the findings in the research is that there is need for empowering the supervisory staff so as to ensure that the lower staffs are onboard with the strategy as well as to retain the staff. This is drawn from the fact that they are the majority of staff and having them on board would make it easy for the organization to implement its strategy. The third objective of the study was to ascertain the influence of top management commitment. The study concludes that top management acts as the catalyst that makes all other elements at ministry work together and also that top managers at the ministry help in formulating and communicating new strategic directions. Effective management styles facilitate smooth implementation of strategic plan at the ministry. On how organization communication affects strategic change implementation, the study concludes that there is mutual relationship among the workers which enables communication and hence change management and also that there is a clear vision that governs change in the organization.

9. RECOMMENDATIONS

From the findings, the study recommends that government ministries or any other organization for that matter that requires successful implementation of chosen strategic changes, needs to consider their organization structure, employee empowerment, top management commitment and communication. In practice, the study recommends that employee empowerment, identified as a playing the greatest role in determining strategic change implementation success. As such, there is need for top management in the government ministries and like entities to possess and exhibit adequate understanding of organization strategies and future outlook, as well as adequate attention and support of junior employees toward implementing strategic change. The top management must further develop adequate commitment in middle managers and operational levels for successful strategic change implementation. On the first objective of the study which was to determine the extent to which organizational structure influences strategic change implementation at selected Kenyan Government Ministries, it is recommended that the ministries should continue to streamline the organization structure and design as per function so that the strategic change can effectively be implemented. The lower and supervisory levels need to be sufficiently empowered so that they can assist to cascade the strategy downwards. There should be rewarding of the staff based on their contribution towards the implementation of strategies. This will encourage ownership of the strategy as well as foster an environment that is conducive for change. The reward could be financial or in forms of promotion.

Regarding the relationship between employee empowerment and strategic change implementation, the ministries and their departments should put in place measures for tracking down staff progress, facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the organization objectives. Further employees need to be rewarded adequately in terms of bonuses, job enlargement, promotions and career growth trainings after achievement of the set objectives and goals. With respect to the third objective of the study research which was to ascertain the influence of top management commitment on strategic change implementation, the study recommends that Ministry heads should take an upper hand in encouraging their employees using effective management styles to facilitate smooth implementation of strategic change at the ministries. Further, the ministries should ensure that all the heads leading strategic changes have relevant working experience, sufficient knowledge of the systems, adequate skills on the operations, ability to plan for the future and ability and strengths to offer leadership. These characteristics should not be compromised whenever leaders for strategic change are being recruited at the ministries. With regards to how organizational communication affects strategic change implementation, the study revealed that some failures in internal communication have sometimes led to ineffective implementation of change management in the ministries. Thus, the study recommends that the managers should provide a clear vision that governs change in their organizations. Leadership should be committed to effectively make change in public sector. This involves use of effective and open communication and capacity building: training of staff in order to build consensus to support management.

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